

(1)

# TRAINING AND ORGANIZATION OF THE US ARMY RESERVE COMPONENTS

A REFERENCE TEXT  
FOR TOTAL FORCE TRAINERS

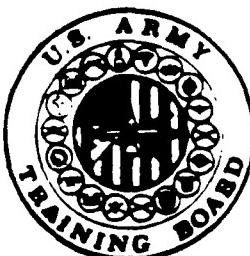
1987 - 1988

DTIC  
ELECTE  
JUN 15 1989  
S D C8 D



**YEAR OF TRAINING**

US ARMY TRAINING BOARD  
FORT MONROE, VA



DISTRIBUTION STATEMENT A  
Approved for public release  
Distribution Unlimited

89 6 12 054

**UNCLASSIFIED**  
SECURITY CLASSIFICATION OF THIS PAGE

Form Approved  
GSA No 0704-0186  
Exp Date Jun 30 1986

REPORT DOCUMENTATION PAGE					
1a REPORT SECURITY CLASSIFICATION Unclassified		1b RESTRICTIVE MARKINGS None			
2a SECURITY CLASSIFICATION AUTHORITY		3 DISTRIBUTION/AVAILABILITY OF REPORT Approved for public release.			
2b DECLASSIFICATION/DOWNGRADING SCHEDULE					
4 PERFORMING ORGANIZATION REPORT NUMBER(S)		5 MONITORING ORGANIZATION REPORT NUMBER(S)			
6a NAME OF PERFORMING ORGANIZATION U.S. Army Training Board		6b OFFICE SYMBOL (If applicable) ATAB-T			
6c ADDRESS (City, State, and ZIP Code) Ft. Monroe, VA 23651-5320		7b ADDRESS (City, State, and ZIP Code)			
8a NAME OF FUNDING SPONSORING ORGANIZATION		8b OFFICE SYMBOL (If applicable)			
8c ADDRESS (City, State, and ZIP Code)		9 PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER			
		10 SOURCE OF FUNDING NUMBERS			
		PROGRAM ELEMENT NO	PROJECT NO	TASK NO	ACQUISITION ACCESSION NO
11 TITLE (Include Security Classification) Training & Organization of the US Army Reserve Components: A Reference Text for Total Force Trainers, 1987-1988.					
12 PERSONAL AUTHOR(S). MAJ Jim Sutton					
13a TYPE OF REPORT Final		13b TIME COVERED FROM 1987 TO 1988		14 DATE OF REPORT (Year Month Day) 4 Apr 88	
15 PAGE COUNT 144					
16 SUPPLEMENTARY NOTATION Second Edition. See also ADA183248, 1st ed.					
17 COSATI CODES			18 SUBJECT TERMS (Continue on reverse if necessary, and identify by block number) Military Reserves, Army Training, Active Duty, Army Personnel, Military Personnel, Bibliographies, Training, Military Organizations, Air Force Personnel, National Guard.		
FIELD	GFOJO	SUB-GROUP			
5	9				
15	1				
19 ABSTRACT (Continue on reverse if necessary and identify by block number)					
20 DISTRIBUTION/AVAILABILITY OF ABSTRACT <input type="checkbox"/> UNCLASSIFIED UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS			21 ABSTRACT SECURITY CLASSIFICATION		
22a NAME OF RESPONSIBLE INDIVIDUAL MAJ Jim Sutton			22b TELEPHONE (Include Area Code) (804) 727-4375		22c OFFICE SYMBOL ATAB



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
OFFICE OF THE DEPUTY COMMANDING GENERAL FOR TRAINING  
FORT MONROE, VIRGINIA 23651

04 APR 1988

This is the second and Year of Training edition of the Training and Organization of the US Army Reserve Components. The U.S. Army Training Board prepared the text with the goal of providing a reference manual for total force trainers. Its intent is to stimulate thought and creative training and to foster a greater understanding by all, of the Reserve Components, thereby strengthening the bonds of the Total Force Concept.

The Chief of Staff, Army directed in November 1987 that a task force effort be devoted to examining all previous and ongoing work related to RC readiness and that a coherent, comprehensive training strategy for the future be developed. That effort is ongoing and it will result over time in some substantive changes to policies and procedures contained in this reference text. More importantly, it represents a major effort to provide the means for the Army to focus more completely on the complex subject of RC training.

This text will be updated yearly in an attempt to provide to users the latest information on the organization, functions, and training systems within the Reserve Components. To this end, your recommendations for changes or improvements for future editions should be forwarded to: President, U.S. Army Training Board, ATTN: ATAB-T, Fort Monroe, Virginia 23651-5320.

While this text is widely distributed within the Total Force, it should not be construed as an official Department of the Army publication. The text is intended for information purposes and does not set official Army policy.

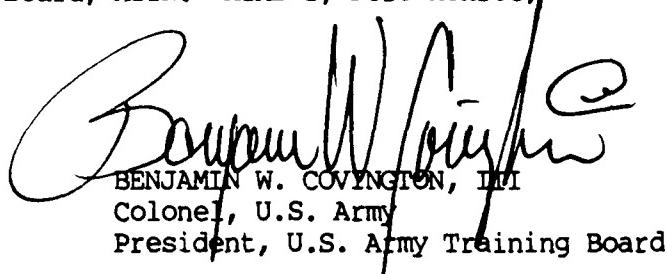
*John S. Crosby*  
JOHN S. CROSBY  
Lieutenant General, U.S. Army  
Deputy Commanding General  
for Training

## PREFACE

This revision of the Training and Organization of the US Army Reserve Components - a Reference Text was written during the Year of Training for the purpose of providing active and reserve component personnel an easy reference designed to increase their understanding and appreciation of the organization, functions, and training environment of the Reserve Components. The text discusses the key differences between the active and reserve component training environment and focuses on a description of the organization and functions of the U.S. Army Reserve Component's personnel and training system. This year's edition provides expanded information on the Air Force, Navy, and Marine Corps reserve components, a bibliography listing references the reader can access for further information, and a glossary of acronyms. This text contains information that should be understood by all Active and Reserve Component personnel and will be of particular value to those members of the Active Component who work with the Reserve Components on a regular basis.

The text's contents are based on research into Army and subordinate Major Army Command publications, National Guard Bureau and the various state publications, texts, studies, and documents pertaining to the organization and training of the Reserve Components and discussions with trainers at the Office of the Chief of Army Reserve, the National Guard Bureau, the Training and Doctrine Command, the Forces Command, the Continental United States Armies (CONUSAs), and numerous Reserve Component headquarters and units in the field. Personnel using this text are advised that the information contained is current as of the publication date. As with all policies and procedures, they are subject to change. The United States Army Training Board solicits your comments on ways to improve future issues of the text to make it more functional.

Special thanks is extended to Major Jim Sutton for his efforts in putting this document together. Requests for additional copies should be addressed to U.S. Army Training Board, ATTN: ATAB-T, Fort Monroe, Virginia 23651-5320.



BENJAMIN W. COVINGTON, III  
Colonel, U.S. Army  
President, U.S. Army Training Board

i

Accession No.	
NTIS CRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution / _____	
Availability Codes	
Dist	Avail and/or Special
A-1	



TABLE OF CONTENTS

	<u>Page</u>
PREFACE . . . . .	i
SECTION I. THE RESERVE COMPONENT TRAINING ENVIRONMENT	
General . . . . .	1
Time . . . . .	1
Dispersion . . . . .	4
Turbulence . . . . .	5
The Chain of Command . . . . .	6
Conclusion . . . . .	8
SECTION II. HOW THE US ARMY RC WORKS	
History/Purpose . . . . .	9
Organization and Functions . . . . .	10
RC Compensation System . . . . .	19
Enlisted Systems . . . . .	22
Warrant Officer System . . . . .	31
Officer System . . . . .	33
Individual Training Programs/Requirements . . . . .	38
Unit Training . . . . .	41
Full-Time Assistance to RC . . . . .	45
Mobilization . . . . .	49
Annex A (Army Reserve Component Structure) . . . . .	55
Annex B (RC Organizations and Associations) . . . . .	57
Annex C (Chain of Command for the USAR/ARNG) . . . . .	58
Annex D (Table of Minimum Obligations and Enlistment Options for Reserve Enlisted Personnel) . . . . .	59
Annex E (Table of Minimum Obligations and Commissioning Options for Reserve Officer Personnel) . . . . .	60
Annex F (Listing of USARF Schools, ARNG Academies, Regional Training Sites, and Consolidated Training Facilities) . . . . .	61
Annex G (Table of Mobilization Levels) . . . . .	67
Annex H (Table of Mobilization Phases) . . . . .	69
RC TRAINING IN THE AIR RESERVE COMPONENTS	
History . . . . .	74
Structure . . . . .	74
Organization . . . . .	76
Personnel . . . . .	77
Training Guidance . . . . .	80
Unit and Individual Training . . . . .	81
Full-Time Assistance Programs . . . . .	82
Mobilization . . . . .	82
Annex A (Chain of Command for USAFR/ANG) . . . . .	83
Annex B (Air Reserve Component Total Force Contribution) . . . . .	84
Annex C (Structure of the Air Reserve Component) .	85

	<u>Page</u>
RC TRAINING IN THE UNITED STATES MARINE CORPS	
History . . . . .	86
Authority . . . . .	86
Organization . . . . .	86
Enlisted System . . . . .	88
Officer System . . . . .	89
Training Guidance . . . . .	90
Unit Training . . . . .	91
Individual Training . . . . .	91
Full-Time Support . . . . .	91
Mobilization . . . . .	91
Annex A (Chain of Command for the USMCR) . . . . .	93
Annex B (Structure of the USMCR) . . . . .	94
Annex C (USMC Reserve Total Force Contributions) .	95
RC TRAINING IN THE UNITED STATES NAVY	
History . . . . .	96
Authority . . . . .	96
Organization . . . . .	96
Function . . . . .	98
The Enlisted System . . . . .	99
Officer System . . . . .	100
Training Guidance . . . . .	101
Unit Training . . . . .	101
Individual Training . . . . .	102
Full-Time Support . . . . .	102
Mobilization . . . . .	102
Annex A (Chain of Command for the USNR) . . . . .	103
Annex B (Structure of the USNR) . . . . .	104
Annex C (USN Reserve Total Force Contributions) .	105
SECTION III. BIBLIOGRAPHY . . . . .	106
SECTION IV. GLOSSARY OF ACRONYMS . . . . .	133

## SECTION I.

### THE RESERVE COMPONENT TRAINING ENVIRONMENT

#### I. General.

A. The combination of factors which together ultimately describe the environment within which Army National Guard (ARNG) and United States Army Reserve (USAR) units train is complex and challenging. On the surface, the nature of the training challenge appears to parallel that of the active Army, albeit under far more time-limited conditions. Just beneath the outer layer of apparent commonality, however, lie a host of factors which drive the nature of planning, dictate the methods of managing and evaluating, and prescribe the limits within which training is and can be executed.

B. Almost everything about the Reserve Component (RC) training environment is at least somewhat, and is often significantly, different from that of the Active Component (AC). While the similarities between these two parts of the total force are important, it is the differences, and their ramifications which are critical to optimizing training. Overarching all other factors is that of time. It is literally of the essence for the RC.

C. Time. Of all the factors which impact on a Reserve Component unit's capacity to train, time is both the most crucial and the most obvious. It is generally understood that time to train is a critical factor for these units; and broadly, though less well understood, that this time is discontinuous. Reserve Component units are officially allocated 39 days per year to accomplish their training (actually minimums of 39 for ARNG and 38 for USAR). This factor has been the subject of considerable scrutiny over the last several years and additional time has been resourced for use by the RC. Various statistics indicate higher averages than the classic 39 days. While these averages are accurate, they can be misleading in that most of the additional time allocated is used by individuals, designated units, and one-time or infrequently recurring requirements (NET, NTC, REFORGER, etc.). On the ground the typical RC unit spends about 41 days per year in a collective environment for training. At best (using 240 days as a base) this means RC units have less than 1/5 the time available to their AC counterparts; at worst (using 365 days as a base) they have slightly less than 1 of every 9 days available to AC units.

1. This collective environment is divided into two parts: Inactive Duty Training (IDT) and Annual Training (AT). IDT time is allocated based on discrete periods called Unit Training Assemblies (UTA). Each UTA must, by definition, be at least 4 hours long, though they may be longer. The typical RC unit (there are selected exceptions such as aviation, nuclear and airborne units which receive more) is allocated 48 UTA's (or 24 8-hour days) per year. Whenever two or more UTA's are combined into a continuous training period, the result is called a Multiple Unit Training Assembly (MUTA). A MUTA-4, therefore, is a continuous block of four UTA's, etc.

2. The classic 39-day allocation is derived from the combination of these 24 days plus 15 days of AT. An RC soldier is paid 1 day's pay for each

UTA attended, therefore, for pay purposes, one UTA equals 1 day, while one (if extended) or two UTA's equal a training day. The allocation of 48 UTA's per year conveniently divides into 12 blocks of 4 UTA's, or two 8-hour days per month. Units are not constrained to organize their UTA's in this way as regulations permit sufficient flexibility to enable them to construct variations, but most units tend to organize training on a two, 8-hour day, one weekend per month, basis. Selected weekends normally align with those of a higher headquarters.

3. The actual amount of effective training time which this allocation provides is somewhat less than it appears, for it incorporates travel time between armories/reserve centers and external training sites (local training area, motor pool, etc.), unit formations, religious services, and general administrative chores. In addition to these routine decrements, most special requirements imposed on the unit by higher headquarters, up to and including Department of the Army, which require access to, or participation by, all or most unit members must be executed during this time.

4. Annual Training (AT) consists of 14 continuous days for USAR units and 15 for ARNG. In each case, this time may be extended to 17 days (to cover all or part of travel time) without an exception to policy. AT is typically, and almost always, conducted during the summer at an RC or AC major training area. Units are not constrained to conduct AT during summer months, but the realities of life in terms of available time off from civilian jobs frequently impels units to train in the summer when thousands of citizen soldiers give up summer vacations with their families to serve with their units. During these periods units are able to assemble at higher levels than during IDT and, depending on the construct of the unit, normally go to AT in a battalion or higher configuration or in conjunction with such a unit. While AT provides the means for units to assemble and train at higher collective levels, few units have their full assigned strength available at AT as a number of their soldiers will be training elsewhere (basic/advanced training, NCOES, etc.) during the same period.

5. Training during AT is essentially continuous though it is sometimes interrupted in the middle to provide some free time and to handle administrative requirements. The mid-AT break is being discarded in favor of a similar period at the end of AT. While 14-17 days, including travel, are allocated for AT, this does not mean that they are all available for effective training. On the average an RC unit gets no more than 11 days of effective field training out of these periods. The remainder is used for travel, pick up and turn in of equipment, administrative set up, a break period, etc.

6. Finally, at the individual and personal level, there is a constant interplay between the demands for time of a soldier's unit, civilian job and family. In spite of federal laws to the contrary, the tolerance of employers for service that interferes with their interests varies considerably across the nation. Whenever the pressure of civilian job requirements on which their livelihood depends, or family needs interfere, the RC soldier is faced with difficult choices not experienced by their AC counterparts.

7. While there is some variation in the allocation and availability of time to an individual unit in a particular year or small groups of units

over several years, the nature of the time factor for RC units is as described above and the implications for effective training are important. They are:

- a. RC units have approximately 1/5 of the time allocated to the AC to meet combat readiness requirements.
- b. Total time available to RC units is less than the apparent time available.
- c. There are practical limits to the lengths and frequencies of IDT periods.
- d. Training during IDT, with rare exceptions, is, at best, limited to the collective level of the unit occupying an individual armory/reserve center.
- e. Training must be organized and managed in small discrete and discontinuous increments.
- f. High quality, intensive training management is required to extract the maximum amount of effective training time from IDT and AT.
- g. Reliable long-range planning and coordination are fundamental to success.
- h. Minor disruptions to carefully planned training can create major disruptions to annual training plans.
- i. Discontinuity interrupts the flow of planning, coordination, and execution of training. Sustainment of skills is made more difficult.

8. The overall time constraints on RC training cannot be substantively changed as they are shaped by factors which are not likely to vary in consequential ways (employer tolerance, family time, civilian requirements, etc.). Enhancing effectiveness of training is, therefore, a qualitative versus quantitative matter for RC units. In spite of the overall time constraints, U.S. RC units have more time allocated than RC units of any allied country to include those whose immediate national survival may depend on them. On the other hand, no country's armed forces are faced with the worldwide deployability requirements or complexity of contingencies which underlie the readiness requirements of United States forces.

9. All other key factors impinging on RC unit training affect, or are affected by, the time box. One of these is dispersion.

D. Dispersion. The RC force is a dispersed force in a wide variety of ways. The 7000 + RC units in the force are based at over 4600 separate locations. At unit (battalion/separate company and detachment) level the average distance to its next higher headquarters is 105.6 miles, and it takes almost 3 hours to get there. Comparable units in the active force through brigade and frequently division level are within walking distance. At battalion level the average unit is dispersed over a 150-mile radius and some extend to over 300. Their AC counterparts are typically clustered within a

mile or less of each other. At the higher levels of command (MUSARC, division), few headquarters have all of their subordinate units in the same state; many extend over several, and some cover as many as 12 states. Comparable AC units live on a single installation or on several within a few hours drive. This dispersion of RC units is dictated largely by recruiting capacities related to population densities and the ability of soldiers to get to their units for training from reasonable distances. Even so, many travel several hundred miles one way to train during IDT and some travel up to 500. This level of dispersion within units, among other things, forces commanders and many others to devote more time to moving between their units and to higher headquarters than their AC counterparts do.

1. Distance between units is only one effect of dispersion. The distances from a given unit to almost every other common training support location is also lengthened. On the average, RC units travel 9.2 miles to get to a motor pool, primarily to access wheeled vehicles. To get to their major equipment at Mobilization and Training Equipment Sites/Equipment Concentration Sites (MATES/ECS) they travel 128.5 miles. In order to reach a collective training site they travel 40.1 miles to the nearest Local Training Area (LTA) or 154.2 miles to the nearest Major Training Area (MTA). To go to a rifle range RC units travel 65.7 miles (only 20 percent have usable local small caliber ranges) and if an RC unit wishes to draw devices for training, it travels 149.2 miles to get them. These are all average one-way distances and whenever they come into play, time is used to make the trips.

2. The factors that generate the dispersion of RC units are not subject to significant change, thus approaches to mitigating the impact of dispersion cannot count on changing the dispersion itself. The impacts of dispersion on RC unit training are:

- a. Communication and coordination among and between units is made more difficult.
- b. The frequency with which units can effectively use training facilities and areas is diminished.
- c. The level of difficulty in providing support, evaluation, and other services to subordinate units is increased.
- d. The ability of next higher headquarters to influence training in person is diminished.
- e. Reaction time to change is increased.
- f. Major restructuring of forces (putting all divisions in single states, all Europe oriented units on the east coast, etc.) is precluded.
- g. Training in units is, and must be, decentralized.

3. In the active Army turbulence is a significant factor affecting training. It is also true in the Reserve Components.

#### E. Turbulence.

1. It is generally believed that while RC units train under some severe constraints compared to their AC counterparts, stability is the major

positive offsetting characteristic. While this perception is true in straight line comparison terms, it is false relative to available training time. In fact, RC units experience considerably more, rather than less, turbulence relative to training time than do their AC counterparts.

2. Personnel turbulence in the RC is a function both of phenomenon common to AC units such as attrition and reassignment within units, and of factors affecting turnover that are unique to the RC only, such as moves generated by civilian job changes and relocation of units. In combination the generators of personnel turbulence in RC units drive an annual turnover rate, at E5 and below, of up to 50% per annum. Relative to training time available, in conservative terms, this equates to AC annual turnover rates of between 187 percent and 243 percent per year.

3. Unlike the active force, many soldiers joining an RC unit are not duty MOS qualified. Over 40 percent of them (non-prior service) have no military training on assignment and a substantial portion of the remainder (prior service) do not have MOS training in the positions to which they are assigned. The result is that approximately 70 percent of all enlisted soldiers who join a given unit each year require training to qualify for the MOS to which they are assigned.

4. The combined effects of the extent and nature of personnel turbulence faces RC unit commanders with an entire set of training challenges that do not exist for his AC counterpart, and he or she is directly responsible for managing them. They include: A large scale requirement to manage MOS reclassification training, a requirement to be deeply involved with recruiting for the unit, a requirement to manage initial entry training (IET) for incoming untrained soldiers, and the need to have an organized employer relationship program to facilitate support of time away from civilian jobs for soldier training.

5. Personnel turbulence is not the only factor involved for RC units, they are also faced, as are their AC counterparts, with a significant level of structural turbulence. RC units have historically faced a higher level of structural turbulence than the AC, as units were converted from one functional area to another (tank battalion converts to a signal battalion, etc.). This type of structural turbulence has declined; however, as the force is modernized and restructured, RC units, like AC units, are undergoing major structural and equipment changes based on TOE series transitions and new equipment introductions. This type of change is on the increase. On average, RC units will experience more of these changes over the next decade than their AC counterparts as they will move through a larger number of systems as they transition through displaced systems and then to modernized systems. In FY 1986, 122 RC units were activated, 18 were inactivated, and 233 underwent major conversions (about one unit of every 20 in the force). In the period 1988-1992, almost 2500 RC units will undergo one or more structural changes and in 1989 alone over 2000 ARNG units will receive some new or displaced equipment. Most of these changes are accompanied by a major management

workload. Structural changes sometimes include the physical relocation of soldiers, but more often leave groups of soldiers where they are and convert them in place. This in-place conversion creates large scale MOS changes which then become an added reclassification training and training management challenge for the unit. In extreme cases in which units convert a scout platoon to a tank platoon or the entire unit goes from combat arms to combat support) the unit is faced with an almost completely revised set of individual and collective training requirements which will take several years (read 39+ day periods) to assimilate. Unlike their AC counterparts, they are not issued a new group of MOS qualified soldiers to start up the new organization.

6. The turbulence levels faced by RC units is significant, and they are not likely to decline rapidly or appreciably in the near term. Turbulence is a part of the training environment. The implications for training are:

- a. The overall impact of turbulence is greater on RC units than on AC units.
- b. RC units always have an irreducible minimum number of soldiers who have not fulfilled MOS qualification criteria.
- c. Records keeping and management requirements increase.
- d. The percentage of assigned strength available for training in units is reduced.
- e. Personnel turbulence generated administration is a significant training distractor in RC units.
- f. MOSQ is a major and continuous challenge.
- g. The capacity of units to manage change is challenged.

F. The Chain of Command.

1. Most active Army units respond directly to the requirements of a single, unambiguous chain of command though some respond indirectly to more than one headquarters. The chain of command for most RC units is less uniform, and they respond to more of its elements.

2. The lines of authority in the RC are complex. At DA level, the two elements (the Army National Guard and the Army Reserve) each have their own Army level staff office. The office of the Chief of the Army Reserve (OCAR) acts as a special staff advisor and manager on the Army staff, a conduit to FORSCOM on resources for the USAR and manager, through the Army Reserve Personnel Center (ARPERCEN), of the 300,000 + soldiers who serve in the Individual Ready Reserve (IRR) rather than in units. The Director of the Army National Guard (DARNG), subordinate to the Chief, National Guard Bureau (NGB), has somewhat more authority and influence with respect to ARNG units through his regulatory and funding functions. At the Major Army Command (MACOM) level, command authority over USAR units is clear--it is vested in the CG, FORSCOM; however, while FORSCOM has responsibilities and requirements with regard to ARNG units, it does not act as their command MACOM. Command responsibility for ARNG units is vested in the several state and territorial governors who execute their responsibilities through Adjutants General. There is, therefore, no single MACOM which has peacetime (when not in active federal

service) "command" authority over the ARNG--there are 54 of them (50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia). This does not mean that there is no unifying element, FORSCOM fulfills this role for the Army, but its formal and authorized relationship to the ARNG varies from that of its relationship to the USAR. This phenomenon is the result of the dual responsibilities of the ARNG for both state and federal service and their status by federal statute during periods in which they are not federalized (which includes both IDT and AT; AT, though not IDT, is active federal service for USAR units).

3. Five, RC oriented, Continental United States Armies (CONUSA) are directly subordinate to FORSCOM and execute the FORSCOM commander's responsibilities within geographic areas (multiple states and territories). Their relationship to the ARNG and USAR units is the same as FORSCOM's.

4. Below the CONUSA's and state AG's the chain of command diverges into USAR and ARNG commands. These commands, are primarily area based. The names and structure of higher commands differ between the ARNG and USAR. In the ARNG with its preponderance (over two-thirds) of combat arms units and consolidation of units within single states, commands tend to follow standard Army structure. The primary exceptions to that structure are State Area Commands (STARCS) and/or Troop Commands. These organizations usually act as the peacetime headquarters for those units which are not organic to brigade or equivalent units located within the state. Even in the ARNG, structure and command is not simple. Seven of the ten ARNG divisions are split between two or more states, thus several state AG's oversee the training of elements of these divisions. The wartime headquarters of units in the STARCS or Troop Commands are in the active Army, another state or the USAR.

5. The command structure in the USAR is more complex and less internally consistent with respect to mobilization missions. The USAR, with its preponderance of CSS units (almost 60 percent) and CS units (slightly less than 25 percent), cannot organize for training along classic lines as easily as the ARNG. A large number of USAR units are organized at the separate company, platoon/detachment level and their mobilization headquarters are spread throughout the force. In addition to the general diversity and lesser coherence of USAR units in general, many groups of them have few and some have no AC counterparts. Some types of units exist exclusively in the USAR and others comprise a large majority of their type in the total force.

6. USAR commands subordinate to CONUSA's are called Major U.S. Army Reserve Commands (MUSARC). These commands are normally authorized a major general, and they report directly to a CONUSA CG. They equate for command purposes, to division level units in a corps. MUSARC's consist of Army Reserve Commands (ARCOM) and General Officer Commands (GOCOM). All ARCOM's are MUSARC's, but only some GOCOM's are MUSARC's while others (18) are subordinate to an ARCOM. This system is somewhat less confusing in the USAR than outside of it. The larger commands in the USAR are, with the exception of some of the GOCOM's, organized along geographic versus functional lines in

order to reduce span of control. The result is that most MUSARC's are responsible for a wide variety of units whose principal common denominator is that they are based within a pre-described geographic area. Commanders at this level and their subordinate commanders, many of whom face similar diversity, are faced with a complex training management and evaluation challenge generated by the diversity of units and unit missions for which they are responsible.

7. The RC chain of command is not the only one to which unit commanders must respond. CAPSTONE, roundout and other interface programs place varying degrees of responsibility for responsiveness and compliance on RC units. In the ARNG almost all units have some responsibilities to the state with regard to state, versus federal, missions. It may be reasonably stated that the chain of command in the RC is more complex, diverse, and difficult to deal with than it is in the active force. The consequences for training are:

- a. Senior commanders, particularly in the USAR, face unique training management challenges.
- b. The potential for disconnects in training guidance is increased.
- c. Quality control and evaluation of training is made more difficult.
- d. The creation of balanced training programs which satisfy multiple headquarters is more difficult.

## II. Conclusion.

A. An examination of key aspects of the RC training environment could, taken in isolation, lead to the conclusion that the complexity of the training challenge exceeds our ability to deal with it, or that we cannot sustain acceptable levels of readiness in RC units. Those conclusions would be inaccurate. It is accurate, however, to conclude that the training challenge for RC units is unique in many ways and that the RC training environment demands training approaches which are unique, creative, and practical. It is equally important to realize that the business of meeting that challenge is evolutionary and that it began some time ago.

1. CAPSTONE and its subordinate and related programs which interface active and RC units and individuals have responded to a key need identified in 1971.
2. Readiness groups throughout the country work with RC units on a daily basis.
3. RC units are at the beginning of a major modernization effort.
4. A major effort to reconfigure training courses and tailor them to RC needs is underway.

B. These actions and many others have, together, put the U.S. Army's Reserve Components on a new course. That course is correct. As we proceed, there are adjustments to be made which can benefit the force as a whole and the unit commanders who face the training challenge in particular.

SECTION II.

HOW THE US ARMY RC WORKS

I. History/Purpose.

A. The Reserve Component (RC) of the Army consists of the Army National Guard (ARNG) and the U.S. Army Reserve (USAR). Their purpose is to provide trained units and individuals to augment the Active Component (AC) in time of war or national emergency. Service in either of these components, as well as the AC, is completely voluntary. Both reserve components have Federal missions; however, the ARNG is unique in that it also has a State mission. The State mission is to provide organized units, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under competent orders of Federal or State authorities. The State retains command of any unit not in Federal service. The chain of command differs between the ARNG and the USAR. However, both the ARNG and USAR are fully integrated into the Total Army and have wartime missions.

B. Historically, the Army National Guard is the oldest military force in the United States - tracing its origin back to the Old North, South, and East Regiments of Massachusetts, formed in 1636. Many modern National Guard organizations in the eastern states can trace their lineage back to these regiments which also fought alongside the British in the French and Indian campaigns. Later, many of these same militiamen were arrayed against British regiments as the emerging nation decided to break away from English rule. The militia organizations first answered the call on what might be termed a "large scale" when George Washington called for troops to fight the British in the American War for Independence. Known in earlier years as the Volunteer Militia, the Guard acquired its present name in 1825 when a New York militia unit renamed itself in honor of Lafayette, the Revolutionary War hero, who commanded France's famed Garde Nationale. The designation gradually spread until it had been adopted nationwide by the beginning of this century. Under the National Defense Act of 3 June 1916, the organized militia was officially reestablished as the National Guard, and the organization was made to conform to that of the Regular Army. It was not until 1933 that the title "Militia Bureau" was changed to National Guard Bureau.

C. The National Guard has participated in all U.S. wars and conflicts from the Revolutionary War to Vietnam and is entitled to nearly every one of the 168 campaign streamers on the Army flag. During this century, the Army National Guard has been involved in five Federal mobilizations to augment the Active Army. They are World War I, World War II, Korea, the Berlin mobilization, the 13 May 1968 mobilization initiated by the Pueblo incident, and the Vietnam War.

D. The history of the U.S. Army Reserve, the Nation's largest military Reserve Component, officially began in 1908 when Congress created the Medical Reserve Corps. Further legislative acts established other reserve entities which were all brought together under the National Defense Act of 1920 following World War I. In World War I, 16,000 members of the Reserve entities

were called to duty. The 26 Organized Reserve Corps (ORC) divisions and support units organized after World War I were mobilized for World War II. In all, the World War II mobilization brought to active duty more than 132,000 Reserve officers and enlisted personnel. During the Korean Conflict, more than 245,000 Army Reservists were called to active duty, which was 64 percent of the RC troops mobilized. During the Berlin crisis of 1961, 75,000 Army Reservists were called to active duty for a period of one year. In 1968, the Army Reserve was once again called upon to augment the active Army, then fighting the Vietnam War. Of the 45 company/detachment size units called to duty, 35 served in Vietnam.

## II. Organization and Functions.

### A. Organization.

1. Approximately 52 percent of the Total Army military manpower is in the Reserve Component. Reserve Component strength is further divided between the ARNG and USAR. Forty-three percent of the RC manpower is in ARNG units and another 30 percent is in USAR units. While ARNG units are predominantly combat arms, USAR units tend to be combat support and combat service support. The remaining 27 percent of the RC manpower is in the Individual Ready Reserve.

2. Service in the Reserve Component can be in either the ARNG or USAR, actively or inactively, in a unit or in an IRR manpower pool, or in a combination of these categories (Annex A). Regardless of the service an individual soldier serves in upon enlistment, appointment, or commissioning, anyone joining the Armed Forces of the United States incurs an 8-year military service obligation (MSO). As explained later, this service may be either all in the Reserve Component, or partially in the Reserve Component and partially in the Active Component. Within the RC, there are three major categories: the Ready Reserve, the Standby Reserve, and the Retired Reserve.

a. The Ready Reserve is composed of military members of units of the USAR and ARNG, organized in units, or as individuals, liable for recall to active duty (AD) to augment the AC in time of war or national emergency. During peacetime, all members of the RC except the National Guard may be required to serve on active duty training (ADT) up to 30 days a year (10 U.S.C.270(a)(2)). The Ready Reserve consists of three subcategories: the Individual Ready Reserve (IRR), the Inactive National Guard (ING), and the Selected Reserve.

(1) The IRR consists principally of a manpower pool of individuals who have had military training and have served in the active component or in the selected reserve, and have some MSO remaining. Members of the IRR not scheduled for mandatory or voluntary training are required to serve at least 1 day on AD each year for annual screening. Annual screening includes the status of each IRR member's physical condition, dependency status, military status, civilian occupational skills, availability for service, and a determination of skill proficiency degradation. Members of the IRR are considered to be trained or untrained. Trained IRR members are those who have transferred from the active component or the selected reserve within one year, have been screened within one year, deemed trained and mobilizable, and those who have performed two weeks of active duty in the past year.

Untrained IRR members are unlocatable, not considered trained or mobilizable, or anyone whose status is unknown. The IRR is accounted for by control groups Annual Training, Reinforcement, Officer Active Duty Obligator (OADO), Control Group Delayed, Control Group ROTC, and Control Group Delayed Entry. Qualifications for each group are as follows:

- Control Group Annual Training (AT) is comprised of officers and enlisted soldiers who have less than 36 months credited active duty time, and have not completed their 8-year obligation. These personnel have a training obligation and may be required to take part in Annual Training (AT) when so directed.

- The Reinforcement control group is composed of soldiers who may or may not have completed their MSO but either have more than 36 months credited active duty, or two years active duty and one year in an ARNG or USAR unit. They do not have a mandatory training requirement.

- The Officer Active Duty Obligator group is composed of soldiers who have completed ROTC, but have not entered active duty upon their appointment (e.g., those who have been deferred for additional civilian schooling). They will not be involuntarily required to train without direction of HQDA.

- Control Group Delayed consists of Ready Reserve members (enlisted) other than those in Control Group Delayed Entry, whose initial entry on AD or ADT is delayed and who are not required by law or regulation to train during the time of delay. They may voluntarily train in an attached status with a USAR unit, without pay but for retirement points.

- Control Group ROTC consists of college students enlisted in the USAR for enrollment in the Senior ROTC advanced course or scholarship program. While assigned to this group, control group ROTC Personnel are exempt from an involuntary order to active duty (AD), except during a period of mobilization.

- Control Group Delayed Entry consists of members enlisted under AR 601-210. They are in a nonpay status and will not take part in reserve training. This group will be organized and administered by the CG, USAREC. While assigned to this group, enlisted members are exempt from an involuntary order to AD except during a period of mobilization.

(2) A second category of the Ready Reserve is the Inactive National Guard (ING), whose members are National Guard personnel in an inactive status not in the Selected reserve, but are attached to a specific ARNG unit. They do not participate in unit activities, but upon mobilization, they would mobilize with their units. To remain members of the ING, such individuals must muster once a year with their unit. Some reasons for an ARNG soldier to transfer to the ING include change of residence, physical disability, and incompatibility of military duties with civilian employment. Members of the ING retain federal recognition, and are subject to immediate involuntary mobilization in time of federal or state emergency.

(3) The third category of the Selected Reserve consists of Selected Reserve units, trained individuals, and a training pipeline (nondeployable account).

-Selected Reserve units in the Army RC are operational units, i.e., retain their identity upon mobilization, and their members serve with who they have trained. These are USAR Troop Program Units (TPUs) and ARNG Units, whose trained unit members participate in unit training activities on a part-time basis (See Section VIII). Full-time unit support personnel who are subject to being ordered to active duty with Selected Reserve units are accounted for here, including Military Technicians, Active Component soldiers, Active Guard Reserve in units, and Simultaneous Membership Program cadets (See Section IX).

-Individual Mobilization Augmentees (IMA) are trained individuals preassigned to an active component, Selective Service System, or Federal Emergency Management Agency billet which must be filled shortly after mobilization. IMAs participate in training activities on a part-time basis with an active component in preparation for recall during mobilization (See Section VII).

-Active Guard/Reserve (AGR) personnel of the USAR are in this category of trained individuals. They are ordered to active duty in an active component organization with their consent for the purpose of organizing, administering, recruiting, instructing or training the RC. All members of the ARNG who serve in a similar AGR capacity are assigned to their state STARC, and attached to the active component organization. (See Section IX)

-Training Pipeline (non-deployable account) individuals are Selected Reserve personnel who have not yet completed initial active duty training, are awaiting initial active duty training, are awaiting the second part of split initial active duty training, and other Selected Reserve untrained personnel in training programs. These personnel are accounted for separately, for although they may be mobilizable, they have not completed 12 weeks of training commensurate with their wartime assignments, thus may not be deployed with their units (10U.S.C.671).

b. The Standby Reserve is a pool of trained individuals who could be mobilized if necessary to fill manpower needs in specific skills in time of war or other national emergency declared by Congress, or when otherwise authorized by law. The Standby Reserve consists of Active, Inactive, and Ineligible Control Groups. Although they are not required to take part in training, members of the Standby Reserve Active may voluntarily take part in reserve training, but without pay or travel allowances. They may earn retirement points and enroll in military school courses to qualify for promotion. Those in the inactive group are not authorized to participate in reserve duty training for retirement point credit or promotion purposes.

(1) The Active Control Group is composed of personnel who:

- are key employees.
- have temporary extreme hardship.
- are health profession graduate students.
- have a medical disqualification for a temporary period of 6 months to 1 year.
- are theological students who have a service obligation and requested transfer which has been approved.

- have a missionary obligation.
  - have completed their Ready Reserve obligation.
- (2) The Inactive Control Group is composed of:
- key employees who have not requested transfer to the standby active list.
  - theological students who do not have a service obligation.
  - general officers who no longer occupy positions of equal or higher grade.

(3) The Ineligible Control Group consists of those personnel assigned to the Standby Reserve who are exempt from active duty during a mobilization because of extreme personal hardship not to exceed 60 days.

c. The Retired Reserve is composed of those soldiers in the below listed categories. They must request transfer to this control group when eligible if they:

- (1) are entitled to receive retired pay from the Armed Forces because of prior military service.
- (2) have completed a total of 20 years of active service in the Armed Forces (may request after 20 years of inactive service).
- (3) are medically disqualified for AD resulting from a service-connected disability.
- (4) have an appointment rendered on the condition that the soldier immediately apply for transfer to the Retired Reserve.
- (5) have reached the age of 37 and completed a minimum of 8 years of qualifying Federal service.
- (6) have reached the age of 37, completed a minimum of 8 years of qualifying Federal service, and served at least 6 months of AD in time of war or national emergency.
- (7) have completed 10 or more years of active Federal commissioned service.
- (8) are medically disqualified, not as a result of own misconduct, for retention in an active status or entry on AD, regardless of the total years of service completed.

B. Functions.

1. The Reserve Component receives its authority from Title 10, U.S. Code, which contains the general and permanent laws governing the Armed Forces. Various sections of Title 10 establish and govern the RC. Specific provisions of the Code pertaining to the Army and Air National Guard are contained in Title 32 of the U.S. Code.

2. The role of the Reserve Component, as stated in Section 262, Title 10, is to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires. Title 32 further states that Army National Guard units shall be ordered to Federal active duty and retained as long as necessary whenever Congress determines they are needed. These basic roles are further defined through policy statements.

3. To understand how the Reserve Component functions, one must start with Congress. Empowered by the Constitution, Congress decides what military activities the Federal government will pursue and at what level they will commit funds to support these activities. Congress reviews the annual budget submitted by the President and controls military expenditures by enacting authorization and appropriation legislation. The review touches on a wide range of national security issues.

4. The two most significant committees in both houses of Congress that deal with the issues of military activities and their funding are the Armed Services Committee and the Appropriations Committee. The Armed Services Committees have responsibility for recommending to their respective Houses of Congress legislation that expresses policy objectives for the military, and recommend how much money should be authorized to support these policies. The Appropriations Committee of each House considers the recommendations of its Armed Services Committee, and recommends to its House appropriations for legislation. Differences between the amount of money appropriated by each House of Congress for military spending are resolved by a joint committee. This agreed upon amount goes back to both Houses for passage.

5. Certain areas such as pay and allowances and officer promotions are controlled closely, while other areas such as force structure are reviewed only occasionally. One of the most significant Congressional actions is establishing and approving the annual strength authorizations. Strength authorizations of the ARNG and USAR are proposed by the Armed Services Committees of both Houses. Although minimum average strength floors are established, Congress has been known to appropriate less money than needed to fund the authorized strength.

6. Although not part of the formal RC management structure, there are numerous civilian organizations and associations in addition to the Congressional committees which have a measurable effect on all issues pertaining to the Reserve Component by actively proposing legislation and through lobbying influence at the Congressional level. Annex B lists several of these organizations.

7. Although appropriations are made by Congress, line authority flows to the Department of Defense (DOD) from the President of the United States (Annex C). The Secretary of Defense, a member of the President's Cabinet, has overall responsibility for the Total Force. Specifically within the DOD, the Assistant Secretary of Defense (Reserve Affairs) is vested with the overall responsibility for all Reserve Components. In addition, the formally convened government board called the Reserve Forces Policy Board (RFPB) acts as an advisor to the Secretary of Defense on all RC matters. The RFPB includes a civilian chairman, the Assistant Secretaries (Manpower and Reserve Affairs) of each service, the Reserve Force Policy Board of each service, and one Active Component general or flag officer from each service.

8. Organized under DOD since 1972, the National Committee for Employer Support of the Guard and Reserve operates to promote better relations between civilian employers and local ARNG and USAR units. The committee has been quite successful in resolving employer/employee misunderstandings arising from RC service. It operates on an informal basis with the goal of assuring individuals the freedom to participate in training without job impediment or loss of earned vacations. The National Committee is a joint services committee headed by a National Chairman, whose full-time membership is comprised of 26 RC and AC, Army and Air force members, and 4 civilians. There are four functional areas within the committee: administration, public affairs, field operating agency (5 regions with 8-12 states in each) and an Ombudsman which handles employee/employer rights. State level committees are organized in similar fashion but are staffed by volunteers, and their size varies with each state. Overall, there are 55 state level committees manned by 3,000 - 3,500 volunteers.

9. From the Department of Defense, authority flows next to each service department. Within the Department of the Army (DA), overall responsibility for the Total Army lies with the Secretary of the Army. Specifically, overall responsibility for the RC is vested in the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). The Assistant Secretary of the Army for Manpower and Reserve Affairs is responsible for exercising supervision and direction on matters pertaining to the formulation, execution, and review of Army policies, plans, and programs including the establishment of objectives and appraisals of performance as they pertain to the Reserve Components. Assisting the Assistant Secretary of Army (M&RA) is the Office of the Chief of Staff of the Army (OCSA). The Vice Chief of Staff of the Army (VCSA) serves as a staff focal point for the Reserve forces. In this regard, he works closely with three coordinating agencies that impact on the RC. These agencies are the Deputy Chief of Staff of Operations, the Army Reserve Forces Policy Committee, and the Reserve Component Coordination Council.

10. The Army Reserve Forces Policy Committee (ARFPC) is in the Office of the Secretary of the Army and is the Army representative that participates at DOD level as part of the Reserve Forces Policy Board. The ARFPC, according to Title 10, U.S. Code, will review and comment upon major policy matters directly affecting the Reserve Components of the Army or on mobilization preparedness of the Army. Comments are submitted to the Secretary of the Army, through the OCSA and the ASA(M&RA). The committee consists of 15 officers in the grade of colonel or above:

a. five members of the Regular Army on active duty with the Army General Staff;

b. five members of the Army National Guard of the United States not on active duty; and

c. five members of the Army Reserve not on active duty. Also included are representatives from TRADOC, FORSCOM, and AMC. The Director of the Army Staff serves as the committee monitor.

11. The Reserve Component Coordination Council (RCCC) reviews progress on Reserve Component matters related to readiness improvement, ascertains problem areas, issues and coordinates requisite tasking to the Army

Staff, and reviews the progress of staff efforts. The Council is chaired by the VCSA and membership includes selected general officers from the Army Staff, the Chiefs of the National Guard Bureau and Army Reserve, the Director of the Army National Guard, the FORSCOM Chief of Staff, the TRADOC Deputy Commanding General for Training, and the Deputy Assistant Secretary of the Army for Reserve Affairs and Mobilization.

12. The Deputy Chief of Staff for Operations (DCSOPS) is responsible for developing unit and individual training policies and procedures for the Active Army, the Army National Guard, and the Army Reserve. Responsibility for RC individual training policies and procedures overlaps between DCSOPS and ASA(M&RA).

13. The Office of the Chief of the Army Reserve (OCAR) is a special staff office at DA. The Chief of Army Reserve (CAR) serves as the DA advisor on Army Reserve affairs but must coordinate its actions concerning Army Reserve units through the CG, FORSCOM who commands and is directly responsible for the training of USAR units. The CAR is full-time and is appointed by the President, with the advice and consent of the Senate, and holds the rank of Major General in the Army Reserve. The functions of the Chief of Army Reserve are:

- a. Advisor to the Army Chief of Staff on USAR matters.
- b. Directly responsible to the Army Chief of Staff for matters pertaining to the development, readiness, and maintenance of the USAR.
- c. Responsible for implementation and execution of approved Army plans and programs.
- d. USAR representative in relations with governmental agencies and the public.
- e. Advisor to Army staff agencies in formulating and developing DA policies affecting USAR.
- f. Assists in development of policy and plans for mobilization of the USAR.
- g. In coordination with other appropriate Army staff agencies, recommends, establishes and promulgates DA policy for training the USAR.
- h. Serves as director of Army Reserve appropriations.

14. Under the OCAR, and charged with the responsibility of managing those USAR personnel not in USAR units, is the Army Reserve Personnel Center (ARPERCEN). ARPERCEN is a field operating agency of the OCAR. The mission of ARPERCEN is to:

- a. Provide command and control of the IRR.
- b. Prepare for mobilization and mobilize required numbers of trained individual reservists and retired personnel to enable the Army to successfully wage war.

- c. Administer the USAR Active Guard/Reserve (AGR) and IMA programs.
- d. Manage the professional career development of officer and enlisted members of the USAR.
- e. Manage OPMS and EPMS for the Army Reserve.
- f. Develop Army Reserve data for the Army Planning, Programming, Budgeting, and Execution System (PPBES).

15. The National Guard Bureau (NGB) is the National Guard counterpart to OCAR. It is both a staff and an operating agency. As a staff agency, it represents the interest of the National Guard with the Departments of the Army and Air Force. The Chief, NGB (CNGB) reports to the Secretaries of the Army and Air Force through the respective Chiefs of Staff, and is their principal staff advisor on National Guard affairs. The Chief of the National Guard Bureau is a Lieutenant General.

16. As an operating agency, the NGB is the channel of communication between the States and the Departments of the Army and Air Force. This means that the CNGB must deal directly with the State governors and The Adjutants General (TAGs). Although he has no command authority in these dealings, cooperation is facilitated through NGB's responsibility for and control of federal funds, end strength, equipment, force structure programs, and by authority to develop and publish regulations pertaining to ARNG even when not federally mobilized. The function of the NGB is to formulate and administer programs for the development and maintenance of National Guard units in accordance with Army and Air Force policies.

17. A major office within the NGB is the Office of the Army National Guard. The Director of the Army National Guard (DARNG) formulates the ARNG long-range plan, program, and budget for input to the Army staff, and administers the resources for force structure, personnel, facilities, training, and equipment for the CNGB.

18. Command of the ARNG when not in active Federal service is vested with the governors of the States and territories. The governors exercise command through their respective Adjutants General. The State Adjutant General (TAG) is a state official whose authority is recognized by Federal law. The TAG, who may be either an Army or Air Force officer, is normally appointed by the governor but in certain instances is elected, or appointed by the President. The grade authorized is normally Major General.

19. In peacetime, TAGs manage both State and Federal resources in support of the National Guard. Their staffs include both state and federal employees. The individual ARNG commanders under the TAG are responsible for training their units in peacetime. To assist the TAG with mobilization, a State Area Command (STARC) is organized within each state. The STARC has command and control of ARNG units during mobilization, and is charged with initial postmobilization command and control of mobilized ARNG units until the units arrive at their mobilization station.

20. The ARNG consists of predominantly combat units. The majority of ARNG forces are assigned to five infantry divisions, two mechanized infantry

divisions, two armored divisions, one light infantry division, four Roundout divisional brigades, 14 separate combat brigades, and four armored cavalry regiments. All together there are 2466 combat, 377 combat support and 660 combat service support units (detachment through company size).

21. For USAR units, after the Department of the Army level, authority goes directly to Forces Command (FORSCOM). FORSCOM was established to command the Army's combat, combat support, and combat service support elements in CONUS, both Active and USAR. FORSCOM commands all TO&E, TDA, and Reinforcement Training Units (RTU) of the USAR. The USAR is composed of 408 combat, 501 combat support and 1192 combat service support units (detachment through company size). FORSCOM provides training criteria and is responsible for the evaluation of training in the ARNG. During mobilization, FORSCOM is responsible for preparing and executing the mobilization plans of both USAR and ARNG units. The magnitude of FORSCOM's training management structure for Reserve Component is more clearly understood when it is recognized that FORSCOM is the authoritative pinnacle for training and evaluating over 5600 USAR and ARNG units.

22. From FORSCOM, authority flows to five Continental Armies (CONUSAs). The CONUSAs' primary mission is RC Readiness, and they are organized to command USAR units and support and train the ARNG and USAR in their respective geographical regions. The CONUSAs ensure the mobilization preparedness of RC units. This includes mobilization training, exercises, and a review of mobilization files, alert, and movement plans. Training and mobilization requirements make it necessary that the CONUSAs coordinate between components, across command boundaries (state boundaries for ARNG), and with State governors, government officials, and civilian aides to the Secretary of the Army. Additionally, CONUSAs support other missions and activities such as civil disturbance, disaster/relief, and ceremonies in their region by the tasking of both USAR and ARNG units.

23. The five CONUSAs command 20 subordinate Army Reserve Commands (ARCOMs) and 27 General Officer Commands (GOCOMs). ARCOMs and GOCOMs that report directly to CONUSA headquarters are also designated as Major U.S. Army Reserve Commands (MUSARCs).

24. An ARCOM commands USAR units located in a specific geographical area. The command is authorized a Major General as commander. A GOCOM has similar responsibility and authority, but is primarily organized along functional lines, and with some geographical command and control units. Some examples of GOCOMs are training divisions, engineer commands, corps support commands, and maneuver area commands. GOCOMs can be assigned to ARCOMs or report directly to the CONUSA. Of the 45 GOCOMs, 18 report to ARCOMs.

25. The make-up of the USAR covers the entire spectrum of possible type units. It includes some types of units, such as railroad units, that are not found in the active component. The USAR's diverse organizations include three separate combat brigades, combat support, and combat service support units, 12 training divisions who conduct Basic Combat Training (BCT), Advanced Individual Training (AIT), and/or One Station Unit Training (OSUT), 2 Maneuver Area Commands (MAC) who write and conduct brigade, group, and higher unit

CPX's and FTX's, 9 Maneuver Training Commands (MTC's) who write and conduct battalion and lower unit ARTEP, CPX, and FTX, Army garrisons who upon mobilization would staff a post, and 90 USARF schools that conduct enlisted MOS courses, special courses, Officer Advanced, and CGSC courses. The USAR also has non-unit personnel who are organized in the several control groups, as explained above.

### III. RC Compensation System.

A. Unlike reservists in any other country, the U.S. reservist must be prepared to undertake a global mission, employing extremely complex equipment. The ability to meet these requirements demands an enormous amount of time from an individual whose primary concerns must be with his family and civilian occupation. Except for those personnel who have not completed their 8-year obligation, or are not exempt from mandatory participation for one of various reasons, participation in the RC is voluntary. To ease the burden on soldiers and to provide an incentive to join, a compensation system different from the AC has been devised.

B. RC personnel receive compensation in two ways: monetary compensation and retirement points. Monetary compensation is direct pay for the number of training periods or days worked depending on the type of training conducted. Retirement points are part of a complex deferred compensation system that allows qualifying members to draw retired pay at age 60. To receive retired pay, a member must be 60 years old, have completed at least 20 years of qualifying service, and served his last eight years of qualifying service as a member of the Reserve Component. A service member must earn a minimum of 50 retirement points (up to a maximum of 365) each retirement year to have that year credited as qualifying service. Retirement pay is computed based on the total number of retirement points earned.

C. In units, subunits, and for individuals performing duty pertinent to the wartime mission of the unit, pay and retirement points are based on the number of paid inactive duty training (IDT) periods, also known as Unit Training Assemblies (UTAs), attended, and attendance at annual training (AT). Multiple IDT periods (MIDTPs) are encouraged to maximize the effectiveness of training, so normally units accomplish their authorized 48 UTAs during Inactive Duty Training (IDT) in MIDTPs of 4-IDT periods (also known as MUTA-4s) monthly. An IDT or UTA is a scheduled training assembly at least four hours long including roll call and rests. Unit members may be paid for IDT performed as Equivalent Training (ET) or Rescheduled Training (RST) in lieu of or as part of a UTA/MUTA, or when attending a make-up assembly. Additional IDT periods, intended for the use of non-technician RC members, fall into three categories:

-Additional training periods (ATPs), also known as Additional Training Assemblies (ATAs), for units, subunits, and individuals are authorized up to 12 per fiscal year per member to accomplish additional required training as defined by a unit's wartime mission.

-Additional flight training periods (AFTP) are authorized for primary aircrew members for conducting aircrew training, combat crew qualification

training, and to attain and maintain aircrew flying proficiency and maintain mobilization readiness. AFTPs may not be in addition to ATPs, and may not exceed 48 per fiscal year without authorization from the Secretary of the Army.

-Readiness Management Periods (RMPs), also known as Readiness Management Assemblies (RMAs), are used to support the day-to-day management of the unit, e.g., unit administration, training preparation, support activities, and maintenance functions. Designed to be used only when sufficient full-time personnel are unavailable to accomplish these duties, RMPs are limited to 24 per fiscal year per member, and may not be performed on the same calendar day as another training period.

D. Retirement points are a significant incentive for the RC member, for as deferred compensation they have no current income tax impact, and not only provide a modicum of security for the member at age 60, but also for the member's spouse, if when eligible for retirement he elects a spousal annuity. A unit member soldier receives one day of base and any incentive pay and one retirement point for each UTA successfully attended, and one day of pay and allowances and one retirement point for each day of AT, so usually a unit member receives 63 days pay annually. In summary, the member receives 48 retirement points for IDT, plus 14/15 points for AT, plus 15 points for being a unit member, for a theoretical total of 78 points. Inactive retirement points may be earned by participation in correspondence courses also, but these and IDT and membership points are capped at 60 points for retirement credit, thus an individual unit member who participates in every drill and AT is credited with only 74/75 retirement points. Unit members may also earn additional pay and retirement points by volunteering for the various numerous additional active duty training opportunities offered.

E. Non-unit personnel in the various control groups receive compensation for performing annual training (AT) or active duty training (ADT). They receive one day of pay and one retirement point for each day of active duty performed. Those non-unit members who have an obligation to train at least 12 days a year would receive 12 days active duty, entitling them to 12 days pay and allowances and 27 retirement points (including 15 points for being an active RC member). These personnel must still volunteer for additional training in order to earn enough points for a qualified retirement year. Those personnel in a non-obligated training category would receive 15 points for being an RC member but would have to volunteer for all training to earn enough points for a qualifying year. IDT periods for points only (without pay) must be at least 2 hours long, with a maximum of two points authorized in any one calendar day.

F. Retirement points may also be earned by both unit and non-unit members when the soldier:

1. attends UTA(s), Rescheduled Training (RST), or USARF school instruction in a nonpay status.

2. attends 2-hour unit training assembly(ies) with an RTU or IMA detachment in a nonpay status.

3. completes Army correspondence course nonresident instruction (3 credit hours equals 1 point).

4. attends authorized conventions, professional conferences, or appropriate trade association meetings in a nonpay status.

5. prepares or gives instruction for a training assembly.

6. performs staff and administrative duties as additional training for points only in support of TPU activities.

7. performs Civil Defense duties (AR 500-70) at a scheduled work formation in an officially designated location under active supervision of a designated Civil Defense officer.

8. performs military medical duties without pay of professional fees.

9. performs Army Medical Department (AMEDD) liaison officer duties.

10. performs military pastoral duties - counseling, ceremony, or worship service.

11. performs certain legal duties.

12. recruits a new member for enlistment in TPUs and the new enlistee verifies the individual is responsible for his/her enlistment.

13. performs aerial flights or aerial preparation or trains in ground flight simulator.

14. performs service as a member of a duly authorized board.

15. administers tests required in the Enlisted Evaluation System.

16. performs duties in an attached status with ARNG or other Armed Forces components.

17. performs duties under the jurisdiction and certified by the Director, Selective Service System or a designated military representative.

18. performs duties as a member of the Military Affiliated Radio System (MARS).

19. performs duties of auditioning prospective bandsmen/women enlistees upon authorization of the Recreation Directorate, United States Army Adjutant General Center (TAGCEN) which are authenticated by the area command Staff Bands Officer for the area in which the service is performed.

20. performs other individual IDT in a nonpay training status.

21. performs liaison duties for the U.S. Military Academy (USMA).

22. participates in an activity eligible for the Special Duty Assignment Pay (SDAP) program, which for USAR personnel provides a monetary incentive for members to qualify for and serve in assignments as Recruiter,

Reenlistment NCO, and Drill Sergeant etc., for five levels of monthly award based on duty performance in the assignment.

IV. Enlisted Systems.

A. Accession. (AR 601-280, AR 140-10)

1. There are two methods by which a soldier is accessed into the Reserve Components. They are enlisted directly for the Reserve Components or transfer from the Active Component. Enlistment from civilian life is a straightforward process. The would-be soldier enlists for an Army Reserve or National Guard unit incurring an 8-year service obligation and then is programmed to attend his initial entry training (IET). He can receive his IET in one of two ways. He can attend BCT/AIT all at one time, or he can split his BCT and AIT over any time period up to two years. He cannot, however, split his BCT or his AIT into smaller segments. He must attend each as one continuous course of instruction. Instruction for initial award of an MOS must be at the Active Component school by attendance at the Active Component course. Initial entry soldiers may not attend a USARF school to obtain their MOS. He then progresses through the enlisted system, and for education purposes, enters the Enlisted Professional Development Education System. All attempts are made for the soldier to stay in the unit. However, he may become a non-unit member of the Reserve Component under a variety of circumstances (e.g., the individual moves to another location, cannot find a unit in the local area but still wishes to participate, or must participate if he has a training obligation remaining in the Reserve Component).

2. Transfer to the RC from the AC involves more complex options. All AC personnel who depart the active component prior to being credited with completion of eight years federal service are required to participate in the reserve. They may serve all their reserve time in a unit, or part of their time in a unit and part in the IRR. At Annex D is a table detailing the minimum obligations and various options available to AC personnel.

3. Soldiers who transfer into the RC from the active component enter at the same rank and are given credit for the schooling completed by the time they departed the active component. For example, an E4 who departs the AC and enters the RC and who has completed PLDC, retains his rank and is eligible for BNCOC at the appropriate time, and does not have to re-attend PLDC. However, the enlisted reservist going on active duty does not always retain his rank, and unlike the AC soldier in the example, unless he attended the active version of PLDC, must attend that version to be eligible for BNCOC. All those AC soldiers who enter the RC and already have an MOS but must change that MOS to fill a position in an RC unit generally must attend either a USARF school or an AC school to receive the training for award of this new MOS; SOUT is an option under limited circumstances.

B. Schooling. (AR 140-1)

1. After completion of IET, selection for schooling is different for soldiers in the IRR and soldiers in units. A soldier in the IRR desiring schooling must contact his advisor at ARPERCEN. ARPERCEN will check his eligibility and then contact both AC and USARF schools and request a seat. Once a seat is identified, ARPERCEN publishes the orders and the individual attends.

2. Soldiers in units may also attend USARF schools/ARNG academies or AC schools. Specific RC configured courses both have been and are still in the process of being developed to allow soldiers to attend them during IDT and AT. Enlisted soldiers in units may attend these USARF school/ARNG academy courses in lieu of attendance at AT/IDT with their unit. The USARF schools, after surveying their area for requirements through the RC-STRIPEs program, announce the number of classes, seats in each class, and start dates. Soldiers apply through their chain of command for both AC schools and USARF schools/ARNG academies. AC school seats are allocated on a quota basis to CONUSAs and the state TAGs. Quotas are filled on a first come, first served basis.

3. The first level of schooling in the RC NCOES is PLDC. The Primary Leadership Development Course (PLDC) is a leadership course for Combat Arms (CA), Combat Support (CS), and Combat Service Support (CSS) soldiers in the RC. PLDC is the entry level of the RC NCOES for skill level (SL) 2. A soldier must be an E4 or E5, and have one year retainability to attend. The course was developed by the U.S. Army Sergeants Major Academy (USASMA) and approved by TRADOC. The course is taught by USARF Schools and Academies, and may be attended by RC soldiers in one of two ways: either in 15 consecutive days (option 1) or during 4 weekends and 8 consecutive days (option 2).

4. The focus of the PLDC course of instruction is the preparation of squad and section leaders to "Go to War." The course is a non-MOS specific leadership course, with additional emphasis on "train the trainer to train" and the duties, responsibilities, and authority of NCOs.

5. The next level of schooling is the Basic Noncommissioned Officers Course (BNCOC), and is for E5s and E6s. The course consists of two phases. Phase I is a common core developed by the USASMA and approved by HQ TRADOC. It is 47 hours in length and is accomplished during IDT (Inactive Duty Training) through USARF schools and ARNG academies. Phase II consists of hands-on training in critical MOS specific tasks appropriate for the skill level being trained. This phase was developed by the TRADOC proponent school. Phase II is accomplished through a single 2-week resident phase. Both phases must be completed within one training year.

6. ANCOC is the third level of RC NCOES, and is designed for E6s and E7s. It is also taught in two phases. Phase I is 109 hours of common core of subjects, developed by USASMA and approved by HQ TRADOC, which are taught during IDT through USARF schools and ARNG academies. Phase II is accomplished through a single 2-week resident phase. This phase consists of hands-on training in critical MOS specific tasks appropriate for the skill level being trained.

7. The final level of schooling available under NCOES is the Sergeant Major Course. There are two options for completing the Sergeant Major Course: resident and nonresident. The resident course is 22 weeks long and is located at Ft Bliss, Texas, while the nonresident course consists of 485 hours of correspondence followed by a 2-week resident phase. The resident phase of the nonresident option coincides with the last two weeks of a resident course graduating annually in July. Attendance is for E8s who are selected by ARPERCEN for USAR and NGB for ARNG and who have one year retainability.

C. Promotion. (AR 140-158)

1. There are four different sets of criteria for the promotion of enlisted personnel in the RC. One set is for the IRR, IMAs, and Standby Reserve (Active List), a second is for USAR personnel in units, the third is for those in the AGR program, and the fourth is for personnel in the ARNG.

a. Eligibility for promotion in the IRR, IMAs, and Standby Reserve (Active List) is based on the following criteria. To be considered, an individual must:

(1) be in a promotable status.

(2) be a satisfactory participant in IRR, IMA, or Standby Reserve (Active List).

(3) be assigned to the IRR or Standby Reserve (Active List) for a minimum of one year.

(4) be in an active status and have earned at least 27 points in the current retirement year, or in latest completed retirement year of consideration for promotion.

(5) be MOS qualified - PMOS or DMOS.

(6) have the appropriate final or interim security clearance required by the MOS in which being considered.

(7) be physically fit.

(8) have completed appropriate time-in-grade requirements as shown below:

<u>For Promotion to:</u>	<u>Time-in-grade</u>	<u>Soldier Assigned To</u>
E9	28 months in E8	IMA Position
E8	24 months in E7	IMA Position
E7	36 months in E6	
E6	36 months in E5	
E5	24 months in E4	
E4	24 months in E3	
E3	12 months in E2	

(9) meet the minimum civilian education requirements, which for up to E-4 are the completion of the eighth grade or GED equivalent, and for E5 to E9 are to have a high school diploma or GED equivalent.

(10) meet the NCOES requirements of the grade, which are completion of the AC or RC NCOES courses of Primary Leadership Development Course (PLDC) for E-6, Basic Noncommissioned Officer Course (BNCOC) for E-7, Advanced Noncommissioned Officer Course (ANCOC) for E-8 and E-9.

(11) Promotion up to pay grade E5 is accomplished administratively based solely on the above criteria, i.e., on a fully

qualified basis. For IRR, IMAs, and Standby Reserve (Active List), promotion to E6 and E7 is accomplished through separate DA selection boards convened by TAPA at ARPERCEN. Promotion is made without regard to IMA vacancies. In this category, the only promotions to E8 and E9 are for IMAs, which are also accomplished through a DA selection board convened by TAPA at ARPERCEN. Personnel recommended for promotion are placed on a sequence number promotion list by MOS and are promoted as IMA position vacancies occur. Sequence numbers are based on DOR, then BASD, then age, then total military service.

b. Promotion for TPU USAR members is based on individual qualifications for E-3 and below, on individual qualifications and unit vacancies for E-4, and for E-5 and above, on individual qualifications, on unit cumulative vacancies and on availability of a position in the NCO's MOS within a reasonable commuting distance (50 miles or 1.5 hours). This promotion system is designed to provide the best qualified NCO with broad opportunities for career advancement. The only limitations to NCO advancement should be the availability of positions and geographical constraints.

c. Cumulative unit vacancies must be calculated for E-4 and above to determine the maximum number of promotions that may be made in a unit. Cumulative vacancies are computed by subtracting the assigned strength, by pay grade, from the required strength plus overstrength positions in that pay grade. Starting with pay grade E8, subtract the actual number of assigned enlisted personnel from the required strength plus permitted overstrength (if any) in that pay grade. Add the cumulative vacancies, if any, in the next higher grade, or subtract if the cumulative vacancies are a minus quantity. The cumulative vacancies for each grade are totaled in each column. Note that an overstrength in NCOs in a pay grade will reduce or eliminate promotion possibility for NCOs in that grade and lower grades, as the example below shows:

#### CUMULATIVE VACANCY COMPUTATION

	<u>E9</u> 1	<u>E8</u> 2	<u>E7</u> 15	<u>E6</u> 24	<u>E5</u> 90	<u>E4</u> 170	= <u>TOTAL</u> 302
Required Strength							
Permitted overstrength							
Positions	0	0	0	4	10	20	= 34
Total Required plus Overstrength	1	2	15	28	100	190	= 336
Assigned	1	1	10	20	77	188	= 297
Vacancies	0	1	5	8	23	2	= 39
Cumulative vacancies in next higher grade	X	0	1	6	14	37	= 58
Cumulative Vacancies	0	1	6	14	37	39	= 97

d. The promotion system described for USAR TPU members attempts to promote the best qualified NCO in the geographical area to the unit's position. Promotion authority for E-2 to E-4 is company commander, to E-5 and E-6 is field grade commander LTC or higher, and to E-7 through E-9 is CG of a MUSARC.

(1) Eligibility for promotion is based on the following criteria.

(a) All soldiers must:

- be a member of the USAR assigned to a TPU.
- be in a promotable status.
- Must be in the pay grade next below that in which being promoted.
- Meet the physical demands rating and physical profiles (AR611-201), and medical fitness standards (AR40-501).
- be fully qualified in the MOS for which she is being considered.  
(exception: if due to a reorganization an NCO must be retrained in new MOS, he is eligible, but must complete MOSQ by 1 year from reorganization, and promotion is based on old PMOS)

- have the appropriate final or interim security clearance required by the MOS in which promotion is to be made.
- for E-2, may for E-3, be promoted without regard for unit vacancy.

(b) For E-4:

- have completed 8th grade or GED equivalent.
- be assigned to an existing duty position of a higher grade.
- be recommended by commander. (no promotion board is authorized)

(c) For E-5 and E-6:

- be a high school graduate or have a GED equivalent.
- have a passing APFT score (mandatory for promotion consideration).
- have weapons qualification score with minimum rating as Marksman, unless unit is exempted by FORSCOM.
  - score 60 or higher on SQT (59 or lower with waiver); if no SQT exists for MOS, or the SQT was not taken through no fault of the soldier, or results are unavailable from a test, an exception applies.

- be recommended by commander, without regard for position vacancies.
- attain minimum promotion point scores for grade being considered.
- for E-6, have completed PLDC at the appropriate MOS skill level.

(d) For E-7, E-8 and E-9:

- have completed the required NCOES course at the appropriate MOS skill level for the next higher grade (BNCOC for E-7, ANCOC for E-8/9).

-although recommendation for promotion by the NCO's commander is not required, a complete-the-record EER may be submitted with packet.

(e) USAR TPU requirements for time-in-grade and time-in-service, to which waivers may apply for E-6 and below, are shown below:

<u>For Promotion To:</u>	<u>Time-in-grade</u>	<u>Time-in-service</u>	
<b>Primary Secondary</b>			
E9	28 months as E8	18	13 years
E8	24 months as E7	15	11 years
E7	21 months as E6	11	9 years
E6	15 months as E5	84	48 months
E5	12 months as E4	36	18 months
E4	6 months as E3	24	months
E3	4 months as E2	12	months

(2) No local position vacancy is required for promotion board consideration and selection, only promotion off the list requires the existence of a promotion vacancy. Promotions are made from a valid permanent promotion recommended list in proper sequence order. Selection off the list for E5 and E6 are made in the sequence of the highest number of points with the required MOS residing within a reasonable distance of the vacancy, and if no one is on the list in this category, then from the list outside a reasonable distance of the vacancy, provided the selectee voluntarily accepts the promotion and assignment. If the selectee declines a promotion and assignment, and resides within a reasonable commuting distance of the vacancy, his name will be removed from the recommended list, but no such penalty applies to NCOs outside a reasonable commuting distance. Selection off the list for E7 and above is made as position vacancies occur by MOS and geographical location, but if there are two or more soldiers on the list in the same MOS and geographical area, promotions are made by the order-of-merit established by the promotion sequence number. However, a E-8 selectee for Command Sergeant Major and assigned to a CSM position will be promoted to SGM E-9 without regard to list sequence.

c. Promotion criteria in the AGR also vary with the grade being considered. For promotion to grades to E-3, however, they are identical to those of the USAR TPU. The time in grade (TIMIG) and time in service (TIS) requirements are identical to USAR TPUs, and these are complemented by a period of required AGR service, computed by continuous months on AGR status by the effective date of promotion. Promotion to E-4 requires 3 months, to E-5 requires 6 months, and to E-6 through E-9 requires 12 months of continuous AGR service. The same requirements on civilian education, physical qualification, security clearance and proper grade apply as in USAR TPUs. Soldiers will be promoted to E-4 and E-5 only in their career progression MOS (CPMOS), however, the SQT is not a promotion eligibility requirement for AGR soldiers. Position vacancies are required for promotion to E-4 and E-5, as is a recommendation by the AGR soldier's immediate commander. AGR enlisted personnel will attend the AC service school resident NCOES course appropriate for their grade and MOS.

d. A centralized promotion system has been in effect since 1979 for USAR AGR soldiers for promotion to SSG, SFC, PSG, MSG, 1SG, and SGM. Promotion to SSG and above is made through the centralized process against

existing or projected vacancies in the AGR program. Soldiers are promoted in the MOS recommended by the board, according to their sequence number on the list. However, an E-8 selectee for Command Sergeant Major and assigned to a CSM position will be promoted to SGM E-9 without regard to list sequence. Incumbency in a position will not afford a soldier promotion ahead of a another eligible soldier with a lower sequence number on the list. No provisions exist whereby a soldier may decline a promotion. Eligibility is based on date of rank (DOR) and promotion criteria announced by HQDA. The CG, TAPA at ARPERCEN administers the USAR AGR enlisted promotion system, to include boards and orders. General criteria are as follows: A soldier must:

- Meet the announced TIMIG and TIS requirements.
- Have 8 and 10 years for consideration to E8 and E9, respectively, of cumulative enlisted service creditable in computing base pay.
- Have completed 12 months in an AGR status by the zone cutoff date.
- Be serving in an AGR status on the adjourning date of the board.
- Have a high school diploma or GED equivalent.
- Have a security clearance required by the MOS at the time of promotion (E6, E7).
- Have a favorable National Agency Check (NAC), and at least a final SECRET clearance at the time of promotion (E8, E9).
- Neither be barred from reenlistment nor be denied retention in AGR status as a result of board action.

e. Within the USAR AGR program is the Active Transition/Conversion-Army Reserve (ATCAR) program, a special HQDA initiative that offers selected AC soldiers the opportunity to transfer/convert from AC to USAR-AGR status for the purpose of filling critical Army Reserve AGR positions. Personnel entering the AGR program under ATCAR execute a Statement of Conditions of Service Agreement, and are managed as USAR-AGR except for the special provisions contained in that agreement.

f. Promotion in the National Guard is based on individual qualifications and unit vacancies.

(1) General eligibility criteria are as follows. The soldier must:

- be a satisfactory participant in the active ARNG.
- be in a promotable status. Soldiers will not be promoted when they:
  - are documented as being overweight and are on Weight Control.
  - failed or not taken the Army Physical Fitness Test (APFT) within the past 18 months.

-- are not in possession of the required specialized or formal training, applicable license, or certification for his career progression MOS.

-- are without the appropriate security clearance or favorable security investigation for promotion to the grade, MOS and position vacancy. E-6 and below may be promoted on interim clearance, E-8/9 must have favorable NAC completed or final SECRET or higher.

-- are the subject of certain military or civil criminal or disciplinary proceedings, under arrest or in confinement.

-- are the subject of suspension of favorable personnel action for E-6 and below.

-- are ineligible for reenlistment or pending discharge after being approved for nonretention by the Enlisted Qualitative Retention Board.

-- are the subject of unfavorable administrative discharge action.

- be assigned to a federally recognized unit position.
- be serving in the pay grade below the one he is being considered for.
- be recommended by the unit commander.
- meet the TIMIG, TIS, mandatory Cumulative Enlisted Service and military educational requirements as shown below:

For Promotion To:	Time in Grade	Time in Service	Cumulative Enlisted Service	Military Education	Civilian Education
E9	28 months	E8	18 years	10 of 18	USASMA res/NR
E8	24 months	E7	15 years	8 of 15	High School or HS GED or
E7	21 months	E6	11 years	5 of 11	AC or RC ANCOC associate
E6	15 months	E5			AC or RC PLDC degree(E6-9)
E5	12 months	E4			9th grade
E4	6 months	E3		IADT completion	
E3	4 months	E2			

Partial waivers may apply for time in grade for all grades, and up to two years for time in service requirements. Special waivers apply for incentive enlistment programs for college graduates, and others described in NGR 600-200. AGR and technicians must attend AC PLDC for promotion to E-6, AC BNCOC for promotion to E-7, and AC ANCOC for promotion to E-8 and E-9. If RC SNCOC was attended prior to 1 Oct 87, eligibility is retained for E-8 and E-9 until 1989.

(2) Promotion from E1 to E2 is accomplished administratively after six months of service from entry on IADT, unless prevented by the commander. Promotions to E3 and E4 are made for fully qualified soldiers without regard to position vacancy.

(3) Promotion Board action is required for soldiers being considered for promotion to E5 through E9, except for Alaska Scout battalions. Promotion under the board system is based on the determination by the board that a soldier is "best qualified" for selection. Although the State AG may require the use of promotion point criteria and cutoff scores for promotion to E-5/6, the NGB requirement for soldiers to achieve a specific cutoff score has been deleted. Promotion of soldiers to E-5 through E-9 is based upon assigned federally recognized unit vacancies, although recommendation for promotion may be made against projected one year vacancies. For promotion to E-5/6, a soldier must be recommended by a selection board convened by commanders of organizations authorized a commander in the grade of lieutenant colonel. For promotion to E-7 through E-9, a soldier must be recommended by a selection board convened by the state AG.

D. Reenlistment/Retention. (AR 140-111)

1. Reenlistment.

a. Soldiers in the USAR and ARNG may immediately reenlist, after serving their initial obligation, for a period of 3, 4, 5, or 6 years. Numerous special rules apply to personnel who desire to reenlist prior to the completion of their initial 8-year obligation.

b. Additionally, the ARNG has a special program, "Try One in the Guard," which is for prior service personnel in any Armed Force including other Reserve Components. Applicants enlist for one year, and upon completion of the year an E5 and below may be reenlisted without regard to position vacancy, and an E6/E7 may be reenlisted if fully qualified for a vacant unit position.

2. Retention.

a. USAR enlisted soldiers in other than TPU's are retained unless:

- (1) they retire.
- (2) they fail to reenlist.
- (3) they reach the maximum age of 60.
- (4) they refuse assignment to a USAR unit or IMA position.
- (5) they are separated from the USAR.
- (6) they are medically unfit.

b. USAR soldiers assigned to TPU's who have 20 or more years of qualifying service for retired pay at age 60 are retained or removed as shown in the table below:

	<u>21</u> <u>years</u>	<u>25</u> <u>years</u>	<u>27</u> <u>years</u>	<u>30</u> <u>years</u>	<u>32</u> <u>years</u>	<u>35</u> <u>years</u>
E6 and below	X1	X2				
E7		X1	X3			
E8		X1	X1	X3		
E9		X1	X1		X4	

- 1 Separated from TPU unless retained by board.
- 2 Separated from TPU unless advanced to or pending promotion to E7.
- 3 Separated from TPU unless advanced to or pending promotion to next grade.
- 4 Separated from TPU.

c. Soldiers in the ARNG are retained until they have 20 years of qualifying service for retired pay at age 60. Subsequent to that, their records are examined biennially by a qualitative retention board and are either retained or retired.

#### V. Warrant Officer System.

##### A. Accession. (AR 135-100)

1. There are three ways the RC obtains warrant officers: transfer from the AC, appointment from within the RC, and direct appointment of prior service warrant or commissioned officers subject to MOS proponent technical certification. Transfer from the AC is accomplished simply and without loss of time in service or skill qualification. Appointment from within the USAR is a 3-step or "triple check" process requiring: (1) selection by a centralized (USAREC) board, (2) successful completion of the AC or RC Warrant Officer Candidate School (WOCS), and (3) MOS qualification by proponent by attendance at Warrant Officer Technical/Tactical Certification Courses (WOTTCC).

2. WOs incur the same mandatory 8-year obligation as do all other members of the Reserve Component. They can complete this obligation in either a unit or as a member of the IRR. As the majority of applicants are enlisted personnel, the mandatory service obligation is usually completed prior to their appointment as WOs. Thus, they usually serve in a voluntary capacity.

##### B. Schooling.

1. The scheduling of appropriate schools and appointment monitoring by the proponent schools after WOTTCC is accomplished by ARPERCEN for USAR, and NGB for ARNG. AC-WOCS is six weeks of training, and the RC-WOCS has two phases: Phase I is 149 hours of nonresident instruction, followed by Phase II, two weeks of training at FT McCoy, WI. After WOCS and WOTTCC, there are two additional schools in the warrant officer education system training, the Senior Warrant Officer Training (SWOT), and the Master Warrant Officer Training (MWOT). The SWOT course is mandatory refresher and enhancement training to perform leadership, management, and staff assignment. The SWOT course can be completed through a combination of resident course and ACCP, but the MWOT is a mandatory 8 weeks of training, only for individual CW4s selected to fill Master Warrant duty positions.

2. To attend the resident Warrant Officer training, a warrant officer must apply to obtain a seat through his Personnel Management Officer (PMO) at ARPERCEN for USAR IMA or IRR, and for ARNG and USAR TPU members, through his unit. The individual must also complete the ACCP portion through the Army correspondence course offered by the US Army Institute of Professional Development (IPD).

3. MWOT is the final level of formal schooling for WOs. For USAR WOs, selection to attend either the resident course or to enroll in the nonresident course is made by a HQDA selection board. ARNG WOs have a mandatory requirement to attend MWOT as a prerequisite for promotion to MW4; selection by a board is not required. WOs are eligible after their eighth year of service. SWOT is a branch immaterial course designed to equip them to be effective staff officers and monitors of commandwide or worldwide programs within the scope of their specialty. The resident school is located at Fort Rucker, Alabama. The nonresident version is offered by the U.S. Army Institute of Professional Development at Newport News, Virginia, and contains approximately 401 credit hours of instruction.

C. Promotion.

1. WOs are promoted much like commissioned officers (see next section). Selection for WO promotion for USAR is by a WO promotion board convened by HQDA. To be eligible for selection, a WO must be on active status and meet the following time-in-grade requirements:

	<u>From</u>	<u>To</u>	<u>TIMIG (years)</u>
EDUCATION	WO1	CW2	3
	CW2	CW3	6
	CW3	CW4	6
	CW4	MW4	5
			SWOT (Eff 1993)
			MWOT(TPU,IMA,AGR)

There are no mandatory educational requirements for promotion, except as noted above.

2. ARNG WOs are promoted under a unit vacancy system. To be promoted, a vacancy must exist and the warrant officer must:

- a. be in an active status.
- b. be medically fit.
- c. have completed the following minimum years of service in the current permanent WO grade, and education requirements:

Minimum Years of Service in			
<u>From</u>	<u>To</u>	<u>Current Lower WO Grade</u>	<u>Education</u>
WO1	CW2	3	WOTTC
CW2	CW3	3	
CW3	CW4	6	SWOT
CW4	MW4	5	MWOT

D. Retention.

WOs are retained unless they:

1. retire.
2. reach the maximum age of 62.
3. have completed 20 years of qualifying federal service or age 62.
4. fail to qualify for promotion to CW2.
5. are twice nonselected for promotion to CW3 or CW4.
6. are medically unfit.
7. refuse to accept an assignment.

VI. Officer System.

A. Accession. (AR 140-10)

1. There are four basic ways an officer can enter the Reserve Components. They are: directly from ROTC, OCS, obtain a direct commission (primarily AMEDD), or transfer from the Active Component. At Annex E is a table that shows source of commission, obligation, and participation in the reserve requirements. This table shows the minimum service requirements. Officers may, for example, spend more time in units and less in the control groups.

2. Officers who transfer from the Active Component enter the RC at the same rank and are credited with the schooling they have completed upon exit from active duty. For example, a captain who has completed his Officer Advanced Course (OAC) and enters the reserves is eligible at the appropriate time for CAS3 and CGSOC.

B. Officer Schooling. (AR 140-1)

1. The preferred method for obtaining a military education at all levels is attendance at the appropriate resident course. RC officers are encouraged to apply for resident schooling whenever possible. Applications for

resident schooling are handled through ARPERCEN for USAR officers and State TAGs for ARNG officers. Due to the length of many courses, a Reserve Component version is sometimes available. The Reserve Component version contains all the critical instruction of the full course, but is condensed into a shorter time frame.

2. USARF schools offer advanced courses, Combined Arms Staff and Service School (CAS3) (one USARF school per CONUSA), and Command and General Staff Officer Course (CGSOC) to RC officers. The vast network of locations offers the RC officer an excellent opportunity to complete their required military education. To attend, qualified individuals may apply at the appropriate USARF school in their area (usually the nearest).

3. Officers who enter the RC upon commissioning, except for direct appointment AMEDD personnel, are required to attend an Officer Basic Course (OBC) in a resident status. There are no USARF schools or correspondence course options. For five branches, AR, IN, FA, SC, and EN, there are 8-week long RC configured courses. These courses may require up to 50 hours of correspondence work as a pre-phase to the 8-week resident phase, and up to 120 hours of follow-on correspondence work. For all other branches, the officer must attend the same course as his AC counterpart. RC officers have one year after graduation from college (which may be up to three years after commissioning for simultaneous membership program (SMP) members) to complete OBC. OBC is a branch-specific course taught at the appropriate TRADOC branch school. Successful completion is a requirement for promotion to captain.

4. The next level of schooling offered is the Officer Advanced Course (OAC). OAC is a branch-specific course designed to prepare captains for command. The only requirement for attendance is successful completion of OBC. There are three ways for an RC officer to complete OAC. He can attend the resident AC course; attend a shorter 12-week course for RC officers in the following branches - AR, FA, IN, and SC - taught at the proponent school; or attend a USARF school which breaks down the OAC instruction into one IDT phase (112 hours) or correspondence phase (150 hours), one strictly correspondence phase (120 hours), and two AT phases of two weeks each. The IDT phase is common core subjects, while the AT phases are branch-specific and normally taught by USARF Schools, often at TRADOC proponent locations. Completion of OAC is required for promotion to Major.

5. CAS3 is the next level of schooling available, but is not required. There are two options available for an officer to complete CAS3. One option is to attend the AC course. The second is to complete a pilot RC CAS3 program currently being conducted by one USARF school in each CONUSA. Phase I, the correspondence course phase (140 hours), is the same as in the AC. Phase II is conducted in three increments: 2 weeks resident, 6 weekends ADT, and 2 weeks resident. CAS3 is encouraged for all RC officers.

6. To attend CGSOC, the next level of required schooling, one must be a captain with no less than seven years time in service (TIS), and no more than 18, and an OAC graduate. There are four ways to complete CGSOC: attend the regular course, attend the shorter 4-month RC resident course (selection by a DA board is a criteria for either resident option), attend the USARF school course, or enroll in the correspondence course. The officer may

complete the entire CGSOC by attending a USARF school or complete it entirely by correspondence course or combine the two into many different options, where a phase of the instruction is done at a USARF school and a phase is completed by correspondence. Successful completion of at least 50 percent of CGSOC is required for promotion to lieutenant colonel. Upon promotion to lieutenant colonel, an RC officer has three years to complete the course. Completion of 100 percent of CGSOC is required for promotion to colonel.

7. Unlike enlisted soldiers, for all courses that have IDT phases, officers attend the IDT phases in a "for points only" (nonpaid) status and in addition to their IDT with their unit. The 2-week resident phases can be done on ADT, or in lieu of AT with approval of the brigade/battalion/unit commander. It is usually an additional 2-week training period.

8. The final level of schooling is the Army War College or equivalent. To be eligible for selection, officers must apply for consideration and be a lieutenant colonel or colonel, have completed CGSOC or its equivalent, and have two years retainability.

9. In an effort to limit the competition for the RC unit member's time by unit duties and military professional development education, a pilot program for a "school account" was established. Test participants consist of unit members, grades O4, O3, O2, and E7 who remain assigned to their units in a pay status and pursue mandatory skill training or military education. A two-year test program began in October 1987 in 100 units (50 ARNG, 50 USAR) limited to battalions authorized overstrength and which had at least 100% of wartime required strength (WRS) in any of the targeted grades.

C. Promotion. (AR 135-155)

1. There are two ways a RC officer can be promoted: he can be promoted to fill a unit vacancy or, if no officer of the appropriate grade (TPU, IMA, IRR) is available, he can be considered by a mandatory promotion board. The mandatory promotion system for the USAR and ARNG is the same. Selection for mandatory promotion is centralized at ARPERCEN and is accomplished through HQDA selection boards (except for mandatory promotion to O2, which is accomplished administratively). ARNG officers who are selected by a mandatory promotion board must fill an ARNG vacancy to be promoted or, if one is not available, decline the promotion or transfer to the USAR and be promoted. General eligibility requirements for mandatory promotion are as follows: an officer must be in an Active Reserve status and have the following time-in-grade, time-in-service, and education requirements:

From	To	TIMIG	Years of Commissioned Service	Education
2LT	1LT	3		Resident OBC
1LT	CPT	4	6	Resident OBC
CPT	MAJ	7	12	OAC
MAJ	LTC	7	17	50 percent CGSOC
LTC	COL	announced annually		CGSOC

2. USAR officers assigned to TPUs may be promoted through a unit vacancy method. This method can be authorized when:

a. the Commander, ARPERCEN, notifies the TPU commander that no qualified members of the IRR are geographically available.

b. the TPU commander receives CONUSA approval of his nonselection of available IRR officers.

3. All unit officers in the next lower grade who meet the following requirements are sent to the appropriate area commander:

a. have completed the necessary promotion service prescribed for promotion to the next higher duty by the convening date of the next board.

Promotion		Minimum Promotion Service Years in Lower Grade		Education
From	To			
2LT	1LT		3	
1LT	CPT		2	Basic Course or equivalent
CPT	MAJ		4	Advance Course or equivalent
MAJ	LTC		4	50% of CGSOC or equivalent
LTC	COL		3	Completion of CGSOC or equivalent

b. are assigned to the unit whose commander is authorized to send nominations directly to the area commander.

c. is geographically available to serve in the position for which considered.

d. is of the proper branch.

e. the unit vacancy is in the next higher grade. ARNG officers are also promoted through a unit vacancy system. To be eligible, a vacancy must exist and an officer must:

(1) be in an active status.

(2) meet height and weight standards.

(3) have completed the same time in service and education requirements as for USAR unit vacancy promotions (See above). Once promoted, the officer must apply for federal recognition. This is accomplished through a federal recognition board held in each state. The board consists of three commissioned officers, Active Army, and ARNG, who reviews the applicant's record and determines whether or not the applicant meets federal recognition requirements.

D. Retention. (AR 140-10)

RC officers are retained unless they:

1. transfer to the retired reserve upon completion of 20 or more years of service.

2. reach the maximum age of 60 (AMEDD 67).
3. as Colonels, have completed 30 years' commissioned service and age 55, or have completed five years in grade.
4. have completed 28 years' commissioned service or age 53, whichever comes first (Lieutenant Colonels and below).
5. are twice nonselected for promotion to Captain, Major, or Lieutenant Colonel.
6. fail to meet the following military education requirements:
  - a. complete the basic course within 36 months after commissioning.
  - b. complete CGSOC within 3 Years of promotion to Lieutenant Colonel.
7. refuse an assignment (USAR only).
8. are medically unfit.
9. lose their federal recognition (ARNG only).
10. lose their professional license, their ecclesiastical endorsement, or are disbarred (AMMED, CHAP, JAG).

E. Reserve Officer Personnel Management Act.

1. On 11 Dec 85, the Reserve Officer Personnel Management Act (ROPMA) was forwarded by the Office of Management and Budget (OMB) to Congress. It was introduced as H.R. 4167 on 18 Feb 86, but not acted upon. ROPMA has been resubmitted to this congress, but has not been formally introduced as of publication date. As proposed, ROPMA will revise the laws which govern the appointment, promotion, separation, and retirement of Reserve commissioned officers not serving on the active duty list (ADL).

2. The objective of ROPMA is to establish an improved personnel management system for RC officers.

3. Major provisions of ROPMA include:

a. Creating a Reserve Active Status List (RASL). This list, including all active ARNG and USAR officers not on the ADL, will be used to determine eligibility for promotion consideration or separation based on years of service.

b. Modifying RC officer promotion criteria and selection procedures. These changes include:

- (1) Making selections on a "best-qualified" basis.
  - (2) Establishing "zones of consideration" based on actual or anticipated requirements.
  - (3) Authorizing "below the zone" selections.
- c. Providing for continuation boards. These boards would consider for retention officers who are pending separation after twice failing to be selected for promotion.
- d. Granting authority to convene selective early retirement boards. These boards would be empowered to consider RC officers in designated grades for early retirement, reassignment to an inactive status, or discharge.
- e. Authorizing special selection boards. These boards would be convened as required to consider officers for promotion who were erroneously omitted from the zone of consideration or whose nonselection may have been the result of a material error in their records.
- f. Providing permanent authority to promote AGR officers.

## VII. Individual Training Programs/Requirements.

A. Except for required initial training, any member of the RC may be ordered to active duty or retained on active duty by the Secretary of the Army with the member's consent, and in the case of the National Guard, also with the consent of the Governor of the member's State or territory. Six categories of active duty for RC members serving with the RC are:

1. Initial active duty training (IADT), which includes basic training and technical skill training, is at least 12 weeks long and begins within 270 days after enlistment for males between 18-1/2 and 26, and 360 days for all others. In addition to the required training, there are a myriad of additional training opportunities available to members of the Reserve Components (in TPIs, ARNG units, and members of the IRR) to either upgrade individual skills, teach new skills, or sustain existing skills. Among the types of individual training opportunities available are training in both AC and RC schools, training with AC units, and participation in JTXs, CPXs, and FTXs.

2. Annual Training (AT) is required for all members of the Ready Reserve, but by policy is limited to the Selected Reserve. AT consists of 14 days (exclusive of travel time) for USAR TPU members and for members of the IRR in Control Group AT, and at least 15 days including travel time for ARNG unit members with their units. Individual Mobilization Augmentees are required to perform 12 days excluding travel time of training that prepares them for their mobilization assignment. The AT period may be extended up to 19 days excluding travel time for valuable training opportunities like mobilization exercises. (See para D.) Unit members may also participate in AT status as individuals. Although AT is normally performed during one consecutive period, split tours may be authorized if required to meet training missions. Unit members must attend AT unless excused by competent authority.

3. Active Duty for Training (ADT) must provide a primary training content to the recipient. It is full-time attendance for 89 days or less at organized and planned training for RC personnel sponsored by an Active Component or RC unit, training center, school, or activity, designed to provide the RC member with necessary skills and disciplines to support RC missions. These include additional training opportunities made available through the ARNG KPUP and USAR team train programs.

4. Active Duty for Special Work (ADSW) provides personnel support for projects supporting active or RC programs when such duties are essential to the organization, such as annual screening, operation of training camps, training ships, study groups, training site and exercises. ADSW tours are usually 139 days or less in a FY, and any tours exceeding 180 days are accountable against end strengths (regular or RC AD end strengths, consistent with pay appropriations). Nontechnician personnel have priority consideration for the ADSW tours.

5. Active duty (AD), other than for training or ADSW, is authorized in support of RC missions. RC personnel in this category are included in the full-time support end strength under the title of Active Guard/Reserve for each of the USAR and ARNG, respectively.

6. Full Time Training Duty (FTTD) for ARNG soldiers is for training sponsored by a unit training center, school or activity under the jurisdiction of the National Guard of a State or a territory or the NGB, and the training takes place within the United States or its territories.

B. These opportunities are available to all qualified RC personnel. Most training is done on a quota and funds availability basis. Specific training opportunities, other than for schools, are identified by commanders for unit members (both ARNG and USAR) and by ARPERCEN for IRR personnel. For schools, requirements, prerequisites, and class schedules are contained in the various Army Regulations, catalogs, and pamphlets. Quotas are allocated to USAR and ARNG units and to ARPERCEN for the IRR. For unit personnel, the commander's approval is required if the training conflicts with regularly scheduled unit training. For IRR soldiers, as all training is voluntary except for members of control group AT who may be ordered to attend annual training, soldiers request these individual training opportunities through ARPERCEN, or ARPERCEN identifies a training opportunity and notifies the qualified individual, asking them if they wish to participate.

C. Tour lengths under these programs are limited up to 179 days without prior approval from HQDA. Orders are issued from the following HQs, within funds availability, for the following personnel.

1. MUSARC Commanders - all USAR personnel in TPUs.
2. State AGs - All ARNG personnel.
3. ARPERCEN - All IRR personnel.
4. Subordinate commanders specifically delegated authority by the commanders listed above.

D. IMA Program.

1. This is a special individual program for soldiers who are not members of RC units, but wish to have a recurring training opportunity with the same organization. The IMA program provides for rapid expansion of active component units that depend on augmentation to perform their wartime mission, as well as expansion in approved programs outside the Department of Defense. The organization provides or arranges for a training plan, training supervision, efficiency reports, administration, personnel services, and organizational clothing and equipment. The principal source of candidates for IMA positions is the IRR. Members of the IRR may be selected by the Commander, ARPERCEN, for assignment to an IMA position provided the member possesses the potential to acquire the skills required by the MOBTDA or MTOE and the necessary security clearance. In the active component organization, an IMA position must:

- a. Require the assignment of a military member.
- b. Be an authorized MOBTDA or MTOE which is not designated for fill by wartime cross-leveling.
- c. Be in an active component organization that provides peacetime training in the wartime duties of the position.

2. Service members who have been requested by gaining organizations will be assigned by Commander, ARPERCEN. An officer or warrant officer to be considered for an IMA position must be in the Ready Reserve. The officer must not be a key employee in his or her civilian occupation.

3. Officers and enlisted personnel should possess the required branch speciality or MOS/SSI. Officers should hold the same grade or not be more than one grade higher or two grades lower than the grade authorized. Enlisted personnel should hold the same grade or not be more than two grades lower than the grade authorized.

4. Two approved programs outside DOD authorized IMA participation are the Selective Service System (SSS) and the U.S. civil defense and CONUS defense programs.

a. The SSS administers the Military Selective Service Act (MSSA), which authorizes the Director of SSS to order RC officers to serve in the various headquarters of the SSS, with the member's consent. The DOD and SSS agree annually on the number of IMAs to be assigned to the SSS, which members are not counted against RC end strengths. Assignees perform AD and IDT as directed by the SSS, and the DOD is reimbursed by the SSS for these costs.

b. The support of civil defense through RC members participating with federal, state, and local agencies may be provided only when clearly furthering specifically identifiable DOD interests. Thus RC members may only be assigned under a Federal Emergency Management Agency (FEMA) program approved jointly by FEMA and DOD. Programs approved for RC participation are

Federal Liaison officers, State Liaison Officers, Regional Military Emergency Coordinators (REMCs), as part of USAR Civil Preparedness Support Detachments (CPSD), and RC members' expenses are paid by DOD. Expenses are reimbursed to DOD by FEMA for FEMA IMAS, who perform 14 days of ADT, and attend civil defense courses in a paid status.

#### VIII. Unit Training.

A. The training programs of the Army National Guard and the Army Reserve are prescribed by the Department of the Army. The same standards of training are expected and required of ARNG/USAR units as that of their counterparts in the Active Army. CINCFOR at FOPSCOM is the DA executive agent for the training readiness of the RC. FORSCOM through CONUSAs commands the USAR and oversees training of the ARNG.

B. Army National Guard and Army Reserve units are normally authorized 48 Unit Training Assemblies (UTAs) during Inactive Duty Training (IDT) and a 2-week (15 days for ARNG and 14 days for USAR) annual training (AT) period during the training year, which starts on 1 October and terminates on 30 September of the following year. A UTA is a minimum of four hours of training for the entire unit. Consecutive UTAs are called Multiple Unit Training Assemblies (MUTA) and no more than two UTAs can be scheduled in one calendar day. The trend for units is to conduct four consecutive UTAs (MUTA-4) over a weekend which equates to one weekend per month available during IDT for the RC.

C. For planning and organizing his units' training program, the commander uses primarily two major aids in his decision making process: his Mission Essential Task List (METL) and guidance received from higher headquarters. The METL is the primary tool commanders use to identify, prioritize and plan training. The METL identifies mission essential tasks at each level (e.g., battalion, company, platoon, squad, and section). Ideally, this document determines future requirements for training and training support. Based on the unit's wartime mission, the METL is developed by the commander. FORSCOM Pam 135-3 provides the best definition, "Given the mission, and following the guidance from your chain of command, you must select from the ARTEP for your unit those tasks which your unit must be able to do to perform this mission." FORSCOM Req 350-2 adds: "RC Commanders in concert with their CAPSTONE gaining commands, will identify the training tasks which the RC unit must be able to perform to accomplish its wartime mission." The METL forms the basis for the annual training plan. The METL is updated to reflect training tasks which are achieved and priorities changed to reflect current unit status.

D. Within the RC, some units are designated so that they have a wartime headquarters as well as a peacetime headquarters. The program these units fall under is called CAPSTONE. CAPSTONE guidance is received in a different manner than other guidance. All CAPSTONE guidance originates with the wartime gaining commander. CAPSTONE HQs provide training and planning guidance direct to the unit in the form of a mission letter. The mission letter is tailored to the unique requirements of the subordinate unit. A copy of this letter is sent to the appropriate CONUSA. However, any activity planned or proposed by the CAPSTONE chain of command which obligates resources must be routed through

the peacetime chain for approval and necessary resourcing. The unit commander develops his METL, assisted by peacetime chain of command, unit advisors, and readiness groups. The METL is then forwarded through TAG/MUSARC for review, and to the CONUSA for review and coordination. The CONUSA returns the coordinated METL through the TAG/MUSARC to the unit, which forwards the coordinated METL to the next higher CAPSTONE headquarters for approval. The CAPSTONE headquarters returns the approved METL to the unit with an information copy to the TAG/MUSARC."

E. In addition to the CAPSTONE guidance, the unit commander receives guidance from his higher peacetime headquarters on a regular basis. Training guidance to include training goals and objectives is issued by the TAG for ARNG units and by FORSCOM for USAR units. From the TAG, the training guidance goes to the units. For USAR units, FORSCOM sends guidance to the CONUSA, who in turn send it to their subordinate MUSARCs, and from the MUSARC to the units. At each level, the commander adds his guidance to the training guidance received and through this process general concepts and goals become specific tasks and instructions. Commanders below TAG and MUSARC level and above battalion will publish annually their training guidance and a 2-year training calendar. This aids subordinate commanders in preparing their yearly training plan (YTP).

F. Upon receipt of higher headquarters' guidance, battalions are to develop their YTP prior to 1 October. The YTP, at a minimum, must identify:

1. Yearly training calendar.
2. Specific goals and objectives to include selected mission essential tasks for each subordinate unit.
3. Training activities, exercises, and evaluation.
4. Resource allocation and external assistance and support.

G. From this guidance, the Company-level commander will prepare:

1. METL.
2. A company YTP.
3. Monthly training schedules 90 days in advance. Monthly training schedules include the individual and collective tasks (specific training objectives) to be trained and evaluated, dates and starting times, training locations, duty positions responsible for training, uniform and special equipment requirements, and elements/individuals expected to receive the training.
4. Monthly unit training meetings. Training meetings are conducted monthly to review training accomplishments, identify required resources, assign responsibilities for future training, and modify training calendars as necessary.

H. Categories of Unit Training.

1. Inactive Duty Training.

a. Inactive Duty Training (IDT) in the form of UTAs/MUTAs has a specific focus to mission related training to include:

(1) Military Occupational Specialty Qualification (MOSQ), Common Task Training (CTT), and professional development training.

(2) Individual and crew served weapons qualification, including tank crews.

(3) Intensive leader training, with emphasis on simulation and Tactical Exercise Without Troops (TEWT), which address the application of principles to specific terrain.

(4) Collective training at squad and platoon level - basic drills, MILES, and live-fire exercises, with the goal of achieving Task Force/Company level proficiency.

(5) CS/CSS missions and sustainment training.

(6) Situational Drills.

(7) Physical Training (PT) is encouraged during IDT to check on the fitness of unit members.

b. Considering the limited amount of time, emphasis is placed on using time effectively and eliminating training distractors. As a guide, the travel time of the unit to a training area should not exceed 25 percent of the total scheduled hours of a planned UTA or MUTA.

c. The system for scheduling areas for weekend IDT's, when not conducted at the unit's armory/center, is decentralized to unit and installation levels. Each installation works out the arrangements for supporting weekend training requests. The basic philosophy behind RC training is centralized planning control and decentralized execution. This leaves the flexibility and decision making with the lowest level commanders. The specifics of "how to" train the RC unit are found in the FM-25 series manuals, although these manuals are oriented towards the AC environment, the basic training management process is applicable.

2. Annual Training.

a. Annual Training (AT) consists of mission essential training conducted at the training site, excluding travel time, parades and/or ceremonies, issue and turn-in of equipment, and payment of troops. Annual training provides the commander the best opportunity to conduct prolonged

mission training, evaluate unit's progress, and refine the unit's training program for the next year. Priority during AT will be given to collective training. The focus will be on tactical training involving the combined arms team. mastery of the missions/tasks selected from the METL, and the refinement/standardization of the team and unit's skills required to successfully accomplish the wartime mission. During AT, the unit will usually be evaluated by AC personnel. The written evaluation is a 1-R or 2-R report. A copy goes to the unit and next higher headquarters. This 1-R or 2-R report then becomes another tool for the commander to set his training priorities. As much as possible, the RC commander will maintain the momentum of the training. Units will conduct realistic tactical training in a field environment for not less than nine consecutive days. Waiver of this requirement is at CONUSA commander level. Administrative tasks will be held for off-duty time. Annual Training may additionally be used to send individual soldiers to USARF schools for MOS training. Usually the Army Physical Fitness Test (APFT) will be administered during AT.

b. Annual Training is normally conducted at a major active Army installation or major USAR/ARNG installation. The system for scheduling annual training consists of units submitting their requests for certain sites up through the chain of command for both USAR and ARNG units. Once approved by the chain, the requests are forwarded to the CONUSA. The CONUSA then coordinates all requests with installations within their area of responsibility. This coordination is followed up with a formal planning conference hosted by the CONUSA and attended by representatives from each involved installation. The purpose of this conference is to finalize all AT locations and dates. Units request sites based upon training needs, habitual relationships, mobilization locations, and CAPSTONE requirements. Most conflicts are resolved prior to the conference. Conflicts are resolved on a case by case basis.

### 3. Overseas Deployment Training.

a. An exceptional opportunity for selected RC units for collective training is the Overseas Deployment Training Program (ODT). The ODT program authorizes units of the ARNG and USAR to deploy overseas to their CAPSTONE training unit for training exercises of up to 26 days. ODT strengthens CAPSTONE associations and provides units the opportunity to conduct wartime mission planning and training in their overseas theatre of operations. Moreover, they test mobilization and deployment plans, and reception planning and training.

b. Eligibility for the ODT program is determined by:

- (1) Units identified on the Time-Phase Force Deployment List (TPFDL) supporting a theater contingency plan.
- (2) CAPSTONE alignment.

(3) CAPSTONE training priorities.

c. The selection of units is planned years in advance. Overseas commands submit an annual update to HQ FORSCOM on the 5-year ODT plan, providing specific dates for requested units. FORSCOM/NGB reviews the submissions for eligibility criteria. FORSCOM then seeks concurrence from Chief Army Reserve (CAR) and the CONUSA. The NGB seeks concurrence from the states. The program has received many positive comments and in FY 85, 1200 unit cells participated in this program.

IX. Full-Time Assistance to RC.

A. A number of programs has been established for full-time assistance to the Reserve Component. The programs include the Full-time Support Program, Readiness Groups, CAPSTONE, and Directed Training Associations. Additionally, the AC schools provide assistance to the USARF schools and ARNG academies.

B. Full-time support (FTS) is an umbrella term used to describe the total full-time personnel support given to the Reserve Component mission. The elements of FTS are:

1. Full-time Unit Support (FTUS). This program provides full-time personnel to RC units. FTUS is found at MUSARC and below for USAR units and below state TAG for ARNG units. This program has been adopted by the Army to increase the unit readiness in Army National Guard and Army reserve units. The FTUS program provides the ARNG and USAR with full-time personnel needed in peacetime to support ARNG and USAR manpower requirements determined by mission, organization, equipment, and readiness objectives. This program encompasses Active Army, Active Guard/Reserve (AGR), military technicians, and civilian personnel serving on a full-time basis for the purpose of organization, administering, recruiting, instructing, or training the ARNG and USAR.

2. Full-time Manning (FTM). A subprogram of FTUS which provides full-time military personnel (AC and AGR) to RC units. Under this program, AC soldiers and AGR personnel serve full time in RC units to improve training, mobilization planning, supply, maintenance, and other readiness-related areas. Active Component soldiers in this program are not advisors, but unit workers. They will deploy with the Guard or Reserve unit to which they are assigned. They are rated by the RC unit to which they are assigned and are rated without regard to component. The normal tour of duty is three or four years.

3. Military Technician (MT). Military technicians are required to maintain "dual status" as a condition of their employment and to serve in three ways:

a. to provide, in their civilian capacity, the daily management, planning, maintenance, training, and other support required by their units to attain and maintain mobilization readiness.

b. to participate in the military training activities of their units through assignment as soldiers to related military positions in their units.

c. to enter on active duty with their units upon mobilization.

C. Goals for the Army FTS Program through FY 1990 call for a steady increase in FTS personnel until approximately 16 percent of the ARNG Selected Reserve end strength and 14 percent of the USAR Selected Reserve end strength is achieved. In light of the FY88 cap placed on AGR end strength by the Congress, the budget request increase to support the critically needed force structure and equipment modernization programmed for the RC during the coming years appears to be in jeopardy.

D. The Army has assigned AC personnel to advise full-time, specific RC units on all aspects of unit operation. These AC personnel are called dedicated advisors. Brigade-level units, divisions, separate GOCOMs, ARCOMs, and State headquarters have dedicated advisors; however, some selected battalion-size units, by virtue of their unique nature, mobilization priority, or geographical isolation, continue to have battalion advisors assigned.

E. In addition to the AC personnel assigned to advise specific units, there are organizations that assist units on a regional basis. These organizations are called Readiness Groups. Readiness Groups (RGs) are established as subordinate elements of each of the CONUSA. Each RG consists of a commander, administrative and clerical assistants, branch teams, special-purpose teams staffed with officers of several branches, Maintenance Assistance and Instruction Teams (MAIT), and administration teams.

1. The readiness group's functions are summarized as follows:

- a. Providing branch and functional team assistance.
- b. Assist in establishing and achieving appropriate training objectives.
- c. Analyze the readiness status of units on a continual basis.
- d. Reporting reasons and recommending action for units that cannot attain premobilization training objectives.
- e. Assisting in securing training facilities, transportation, and other training assistance.
- f. Providing guidance and assistance in ammunition forecasting.
- g. Directing, supervising, and administering the MAIT program.
- h. Employing administrative specialists to provide advice, assistance, and instruction as necessary.
- i. Maintaining liaison and conducting visits to senior ARNG and USAR commands.

2. Each branch team within the Readiness Group consist of officers and enlisted men whose purpose is to assist in the training of ARNG and USAR units of like branch within the RG geographical boundary. Personnel are assigned to branch teams on a ratio of approximately one branch specialist per RC battalion equivalent located within the RG geographical area. Accordingly,

the personnel of these branch teams provide the skills the units need to accomplish their mission. These teams provide the expertise to deal with all the units of various branches found within the readiness group's area of responsibility.

3. Functional teams provide assistance in administration, maintenance, logistics, mobilization and other similar areas. These small functional teams of three or four members each are organized on a ratio of one team to each five or six RC battalion equivalents in the region. They assist the RC in establishing, achieving, and sustaining appropriate readiness.

#### F. CAPSTONE.

1. The most significant Active Component/Reserve Component interface program is the CAPSTONE program. This program established an organizational structure for managing the Total Force. Active and Reserve Component units are organized into combat packages to fill requirements for contingencies. These combat force packages are arranged in the most efficient way from among AC, USAR, and ARNG units. Initially only a program to designate RC units to wartime headquarters, the CAPSTONE program was expanded to serve as the framework for other existing assistance programs and to include RC units that would operate the CONUS sustaining base. Units may be assigned to more than one wartime gaining command. Units slated for more than one theater are assigned a priority theater and directed to focusing training on that contingency.

2. While Department of the Army DCSOPS has overall responsibility for CAPSTONE programs and the directed training associations that fall under it, DCSOPS is not directly responsible for each program. Of the training associations, DCSOPS is responsible for the Roundout, Roundup, and Mutual Support Programs. FORSCOM has responsibility for the other training associations which are the Affiliation, Partnership, CORTRAIN, and Counterpart Programs.

a. Affiliation: The Affiliation Program was conceived to improve the mobilization and deployment readiness of high priority RC units and provide added combat power earlier in the execution of contingency plans. Improved readiness is achieved by identifying ARNG and USAR units for peacetime association with the corresponding type and size AC units. The AC provides training assistance, supervision, and equipment support to the affiliated RC units for peacetime training.

b. Roundout: AC divisions may be organized with fewer units than the number required in "standard" configuration (e.g., a division with only 2 of 3 active brigades). RC units are assigned to bring the AC units to full strength. RC units designated as "roundout" will be assigned a priority for allocation of resources equal to that of their AC sponsor units. RC units in this program are scheduled to deploy with their AC sponsors or as soon as possible thereafter.

c. Augmentation (also known as Roundup): These are RC units assigned to AC corps or AC divisions already at full strength and thereby augment them with increased combat power. ARNG and USAR brigades, battalions,

or companies having direct wartime organization relationships with their AC sponsor are added to the AC divisions or brigades. They are scheduled to deploy with or after their AC sponsors.

d. Partnership: This program establishes a formal mutual support training relationship between major RC and AC units. This program links 8 divisions and 24 combat brigades of the ARNG and USAR with an active Army division or brigade for mutual support during peacetime training. These partnerships are established considering geographical proximity, similar type units, and wartime missions.

e. Corps/Division Training Coordination Program (CORTRAIN): This program aligns AC and RC divisions, brigades, and regiments under CONUS based corps headquarters for the purpose of conducting corps exercises (usually CPX) to give command and staff elements experience in working as part of an operational corps.

f. Counterpart Program: This program applies specifically to attack helicopter companies and troops in the ARNG. FORSCOM designates an appropriate AC unit to sponsor and provide year-round training assistance to its ARNG counterpart. This relationship is a subset of the Partnership Program.

g. Mutual Support Program (AR 11-22). The Mutual Support Program is an unstructured working relationship between AC, USAR, and ARNG which capitalizes on any available resources to provide any manner of mutual support. The program is designed to improve mission capability and readiness, but is unfunded and only encourages AC and RC units to share resources.

#### G. Schools and Academies.

1. The USARF Schools and ARNG Academies are a system of schools, each independent of one another that provides needed training to the soldiers of the RC. Although the USARF school system is independent of ARNG Academies, many state TAGs are now working with the USAR to train soldiers in needed skills. Some courses are being taught by both, and they are working to eliminate these redundancies.

2. National Guard Academies teach leadership courses such as the NCOES course, i.e., PLDC, BNCO, ANCOC, and functional courses. USARF schools teach these courses as well as entry level MOS classes, NBC, Warrant Officer, and Officer Courses such as the Advanced Course, CAS3, and CGSOC.

3. In the USAR, there are a total of 90 USARF schools (Annex F). These schools are subordinate to their regional MUSARC and CONUSA. In addition there are 6 CONUSA NCO Regional Academies. USARF schools are manned based on the number of courses projected to be taught in their area from STRIPES input in the current and following fiscal year, and have a stabilized TDA.

4. In the National Guard, each state TAG has a NG State Military Academy subordinate to it. Additionally there are seven ARNG Regional NCO Schools, which report to the NG Bureau. Both ARNG and USARF schools receive their POI guidance from TRADOC and POIs must be TRADOC/FORSCOM approved.

However, USARF schools can develop a POI for a course that does not have an established POI for the purpose of meeting a request, provided a qualified instructor and a required student load exists. Additionally, each unit commander has the prerogative to increase the hours on the POI for a certain need not covered in the core POI.

H. Maneuver Area Commands (MAC) and Maneuver Training Commands (MTC).

1. MACs are a USAR unit and a CONUSA shared asset, to develop, write, and administer brigade, armored cavalry regiment and division level exercises and external ARTEPs for RC units.

2. MTCs are a USAR asset that develop, write, and administer battalion and below exercises and external exercises for RC units.

X. Mobilization.

A. Rapid expansion or commitment of American military forces to meet major national military strategy requirements will require employment of RC units. Therefore, RC unit readiness to perform wartime mission and the ability to rapidly and efficiently mobilize are of vital importance to our nation.

B. Mobilization is the act of preparing for war or other emergencies through the assembling and organizing of the Armed Forces and/or national resources. This process includes assembling and organizing personnel, supplies, and materiel for active military service; mobilization of the USAR and federalizing the ARNG; extending terms of service; and other actions necessary to convert to a wartime posture.

C. Generally, the magnitude of the emergency governs the level of mobilization. As authorized by law or Congressional resolution and when directed by the President, the Department of Defense (DOD) mobilizes all or part of the Armed Forces. Types of mobilization are Presidential 200,000 Call-up, Selective, Partial, or Full Mobilization (see Annex G).

D. Mobilization is decentralized to successive levels of command, with all headquarters (CONUSA, Installations, STARC, and MUSARC) and RC units executing preplanned actions. Adjustments to preplanned actions will be made within the scope of authority of the individual headquarters to complete plans, and the higher headquarters will be informed as necessary. FORSCOM, CONUSAs, MUSARCs, and STARCs will manage problems as they are surfaced.

E. CONUSAs are responsible for the entire "Go to War" effort, and for FORSCOM missions within their boundaries. CONUSA upon mobilization commands both MUSARCs and Federalized STARCs, and exercises OPCON over both AC installations and state owned mobilization stations. CONUSAs will insure preplanned actions are implemented, and provide assistance, coordinate, and solve problems within their capability. CONUSAs also plan for the validation of mobilized general officer commands.

F. There are five phases to the mobilization of a unit.

1. Phase I - Preparatory: This consists of all the plans, preparations and coordinations that need to be accomplished prior to mobilizing for war. This is a current ongoing process whereby units maintain their unit readiness.

2. Phase II - Alert: This is the entire process of notifying units and individuals and preparing the units for active duty and movement.

3. Phase III - Mobilization at Home Station (HS): This phase consists of all those tasks such as drawing and uploading equipment necessary before moving to the Mobilization Station (MS).

4. Phase IV - Movement to Mobilization Station.

5. Phase V - Operational Readiness Improvement: This is the longest phase. At the mobilization station the unit receives equipment and personnel shortage fills as well as undergoes needed training to bring the unit to a C3 combat readiness level. The specific tasks that a unit commander must accomplish for the 5 phases are listed in Annex H. From the MS the unit moves to a Port of Embarkation (POE) for transportation to the appropriate combat theater and CAPSTONE gaining unit.

G. Preparedness is the basic concept behind mobilization. To achieve this, units prepare numerous plans and conduct mobilization exercises. The basic document that a unit follows upon alert notification is the Mobilization Troop Basic Stationing Plan (MTBSP). There is no one source document that contain what information should be in MTBSP. Rather, at FORSCOM level, there are by-type unit documents which show all the areas that specific type units need to address for mobilization.

H. Department of the Army requires each unit to annually conduct deployment training. The specifics of this training are left up to the unit commander. The best training for mobilization are mobilization exercises. Mobilization exercises have been developed to test the mobilization process, plans, and agencies. On the average a RC unit will undergo some type of mobilization exercise (MOBEX) once every three years. It is the MUSARC/STARC that dictates the time and type of MOBEX that a unit will undergo.

I. Overall, there are generally four levels at which mobilization exercises are conducted: joint services, CONUSA, MUSARC, and unit. However, other missions, specific tests, and evaluations are conducted on an as-needed basis.

1. The Joint Services headquarters sponsors a 2-week mobilization exercise every two years. This exercise tests all the services' abilities to deploy RC units to their combat theater. The Department of Army and selected units participate, with the number and type of units dependent on time and funds available. As much as possible, units scheduled or planning a MOBEX are incorporated in this exercise. Part of the MOBEX includes selected company size units loading up on transports.

2. FORSCOM requires subordinate units to conduct MOBEXs. CONUSAs conduct an exercise annually, MUSARCs and STARCs biennially, and brigades and smaller units triennially.

3. The CONUSA level MOBEX is an internal CPX for the command and staff to exercise in their mobilization tasks and responsibilities. Additionally, CONUSAs sponsor mobilization workshops for the units of their MUSARCs and STARCs usually several months prior to their MOBEX. The workshop is a 2-day information session for commanders to disseminate current thinking and requirements of units during a MOBEX.

4. CONUSAs are responsible for sponsoring and evaluating the MOBEX of their MUSARCs. The MUSARC level MOBEX is also a CPX exercise for the command and staff of the MUSARC/STARC, with units providing limited input.

5. MUSARCs and STARCs are responsible for sponsoring and evaluating their major unit MOBEXs, brigades for their battalion MOBEXs, and battalions for their companies. These types of MOBEXs are usually conducted during a MUTA. They test not only the command and staff but the entire units' plans and preparedness. Administration and logistics are checked for preparedness. Mobilization plans and files are reviewed. To the extent possible, a unit uploads its MTOE equipment and executes its movement plan. All these areas are evaluated by non-unit members. The process is cyclical and spread over three years so that a unit participates in a MOBEX once every three years.

6. To give a clearer picture of the mobilization efforts of RC units, the following is a discussion of the mobilization procedures for a battalion size unit from notification to overseas deployment.

a. Phase I concerns RC units at home station (HS) during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions, prepare mobilization plans and files as directed by CONUSA/STARC/MUSARC and FORMDEPS, attend mobilization coordination conferences, provide required planning data to the Mobilization Station (MS), and conduct mobilization training as directed. The unit must maintain a Unit Mobilization File; update its Postmobilization Training and Support Requirements (PTSR) report; develop a HS activity list to follow and maintain;

practice an alert notification plan; and make coordination as needed with the MS. For the welfare of the soldier, all individual records (medical, dental, finance, and personnel) must be updated and accurate. Each soldier will have a personal mobilization packet and, for the family members of soldiers who are single parents or are married to other service members, family care plans will be made. The unit administrative section/PAC will maintain all wartime publications and forms and be able to exercise the SIDPERS system for strength maintenance. The motor pool will maintain all vehicles operationally ready and maintain maintenance records as well as the wartime PLL and MPL; POL is not required to be stored to meet wartime requirements, a unit must have a POL support plan. The Supply officer will be responsible for ensuring that all classes of supply are at their wartime required level and assure that all shortages have been ordered.

b. Phase II - The Alert phase begins when a unit receives notice of a pending order to active duty and ends when the unit enters active Federal service. The unit begins to implement actions with available personnel, facilities, and emergency activities to start the administrative and processing actions. Commanders and members of units are alerted of impending order to active duty through official command channels, normally before the information is released to the public. Notification is provided by messages according to the following time schedule:

(1) F-hour. The Secretary of Defense directs the military departments to order reservists to active duty and makes general public announcements of numbers of reservists, by Service, and the duration of service. Unit designations will not be indicated at this time. F-hour will be stated in the alert message.

(2) F-hour to F+12 hours. HQDA issues alert notification to the Chief, National Guard Bureau (NGB), CG FORSCOM, area commanders (CONUSAs), and other appropriate addressees. The Chief, NGB transmits the notification by the most expeditious means available to the State governors through the State Adjutants General.

(3) F+12 to F+18 hours. Unit commanders and advisors of all affected RC units are notified by coded message.

(4) Prior to F+19 hours. Unit commanders alert unit members.

(5) F+19 hours. The news media may then be notified of details of mobilization by CONUSAs and State Adjutants General.

(6) From the date of mobilization and federalization of ARNG units, the CONUSA executes command and control over ARNG units through the STARC. During the alert phase ARNG units, including the STARC, remain

under the control of the governor. CONUSAs have command and control over the STARC on mobilization, not before. The STARC supervises the mobilization of the ARNG for the CONUSA until the unit closes on its mobilization station, where the mobilization station assumes direct control. The STARC also has the mission to provide relocation assistance and support to families of all military personnel (AC and RC) who are displaced as a result of mobilization in the form of information, referral and follow-up.

c. Once the unit has received its alert notification, it immediately initiates its alert plan to notify all unit personnel. As unit members begin to arrive, actions by various staff sections are ongoing. The commander takes actions outlined in the mobilization checklist and updates the PTSR and its 2-week training schedule. The PAC transfers all simultaneous membership program (SMP) participants, cadets in ARNG OCS, and high school students. The Supply Officer begins to conduct an inventory of unit property, coordinates movement of all the units equipment and supplies, and verifies arrangements for logistical support. The unit itself prepares for HS mobilization activities and identifies members for an advance party.

d. Mobilization at HS, Phase III, begins with the unit's entry on active federal status, and is not dependant upon the arrival and assembly of the soldiers in the unit. Once it has assembled its personnel, the unit initiates its HS activity schedule which contains personnel processing and completing activities for movement to MS. This includes such things as uploading organic vehicle with MTOE equipment according to pre-made plans and conducting limited training. This training would focus on necessary but easier non-equipment related instruction such as briefings on Code of Conduct, SAEDA, personal affairs and dependent information. The advance party is dispatched to the MS. The PAC reviews and updates personnel, finance, and medical records and begins a variety of other administrative tasks. The Supply Officer transfers facility and nonorganic property, conducts a show-down inspection, and prepares to move to the MS.

e. Phase IV is the Movement to the MS. This phase begins with the unit's departure from HS and ends when the unit closes at its MS. The unit executes its prepared movement plan. The unit commander reports to the MS commander and is then subordinate to his authority. Organic vehicles are normally used when the MS is within a 1-day road march. Excess equipment and personnel are moved by commercial means. This sets the stage for Phase V, Operational Readiness Improvement.

f. The purpose of Phase V, Operational Readiness Improvement, is to allow the commander to prepare his unit for combat. This is accomplished by performing those actions to bring the unit to mission ready status (as defined in AR 220-1). During this phase the RC unit receives personnel and equipment shortage fills. The MS commander mission is to receive, and fill resourcing needs, support training, and direct activities of incoming RC units. The unit commander focuses on training his unit.

g. To organize his training, the unit commander uses his METL and his PTSR. The unit commander must provide the MS Director Plans Training & Security (DPTS) an outline of the first two weeks of training tasks he has determined must be conducted specifically for MS, which is used to develop a training schedule. As provided by AR 220-1, the validation SOP of the MS (maintained by the MAT) sets the procedures and the METL sets the standards by which the unit will be evaluated and validated as combat ready. The unit commander uses these documents with the PTSR to organize his training.

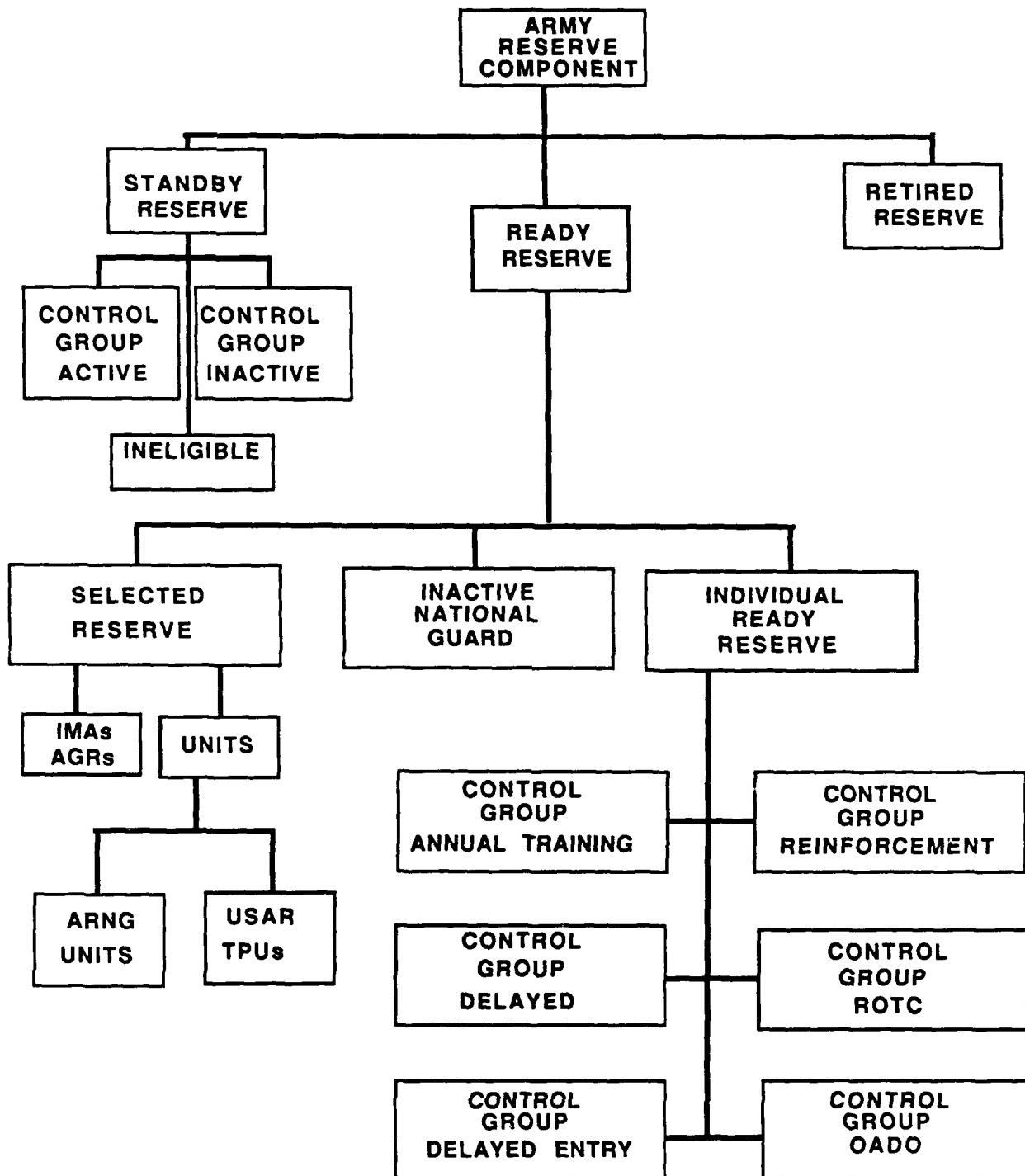
h. Since all the training areas and resources are under the control of the MS commander, the unit commander coordinates with the Director of Plans, Training, and Security, or his designee, to finalize his training and support requirements.

i. The MS commander is responsible for ensuring that all units subordinate to him are combat ready prior to the movement to the Port of Embarkation (POE). The MS commander accomplishes his responsibilities through various means available to him. To ensure that all units are mission ready, the MS commander controls the distribution of replacement equipment and filler personnel (who come from the IRR, broken-up units, etc). Another and more common means the MS Commander uses is cross leveling of personnel and equipment from a high strength unit to a non-mission capable unit to bring it up to a mission ready status.

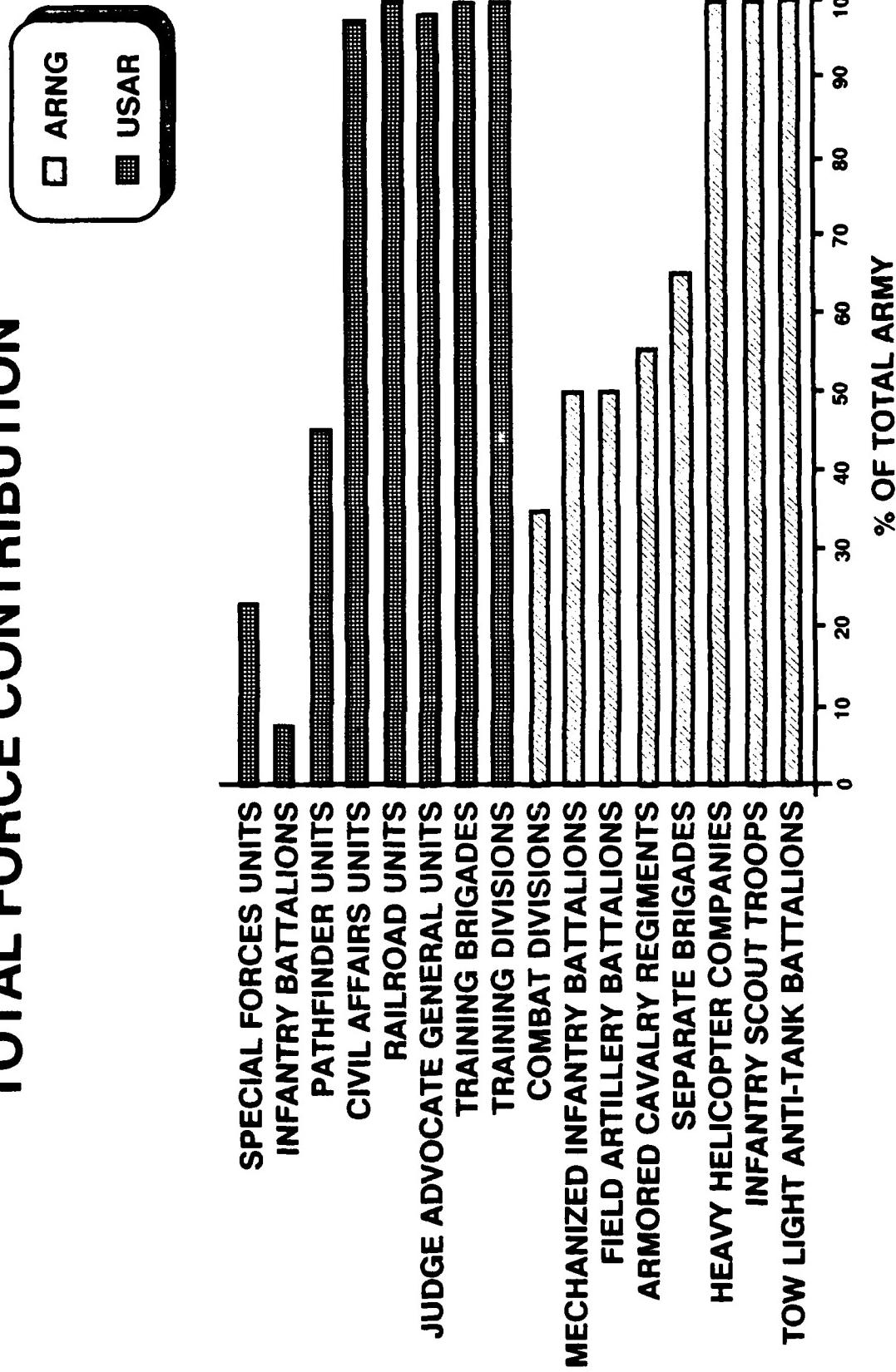
j. For the training of units, the MS commander has various training personnel, resources (mainly from FORSCOM), and training areas to control and thereby optimize training efficiency. A special group of individuals known as Mobilization Assistance Teams has the task of evaluating units, and assists the MS commander in his task of validating their combat readiness before they depart for the Port of Embarkation.

k. Once the unit arrives at its Port of Embarkation, it is under the authority of the combat theater. The theater command provides all needed administrative and logistical support and links the unit with its gaining CAPSTONE commander.

**ARMY RESERVE COMPONENT  
STRUCTURE**



## ARMY RESERVE COMPONENT TOTAL FORCE CONTRIBUTION



RC ORGANIZATIONS AND ASSOCIATIONS

1. Numerous organizations and associations exist which offer benefits and services to ARNG and USAR members. Many of these organizations are active in proposing supporting legislation considered beneficial. A few of the organizations and associations are:

2. The National Guard Association of the United States (NGAUS). NGAUS presently has about 50,000 members. Membership is open to all officers and warrant officers who served in a federally recognized status with either the Army or Air National Guard. A full-time staff maintains liaison with key Congressmen and staffers, with DOD, and with DA. The NGAUS staff provides studies and other data, testifies before Congress or arranges testimony by members, works with the press, and is very active in any area concerning the ARNG.

3. The Enlisted Association of the National Guard of the United States (EANGUS). EANGUS has about 30,000 members who are enlisted Army and Air National Guardsmen.

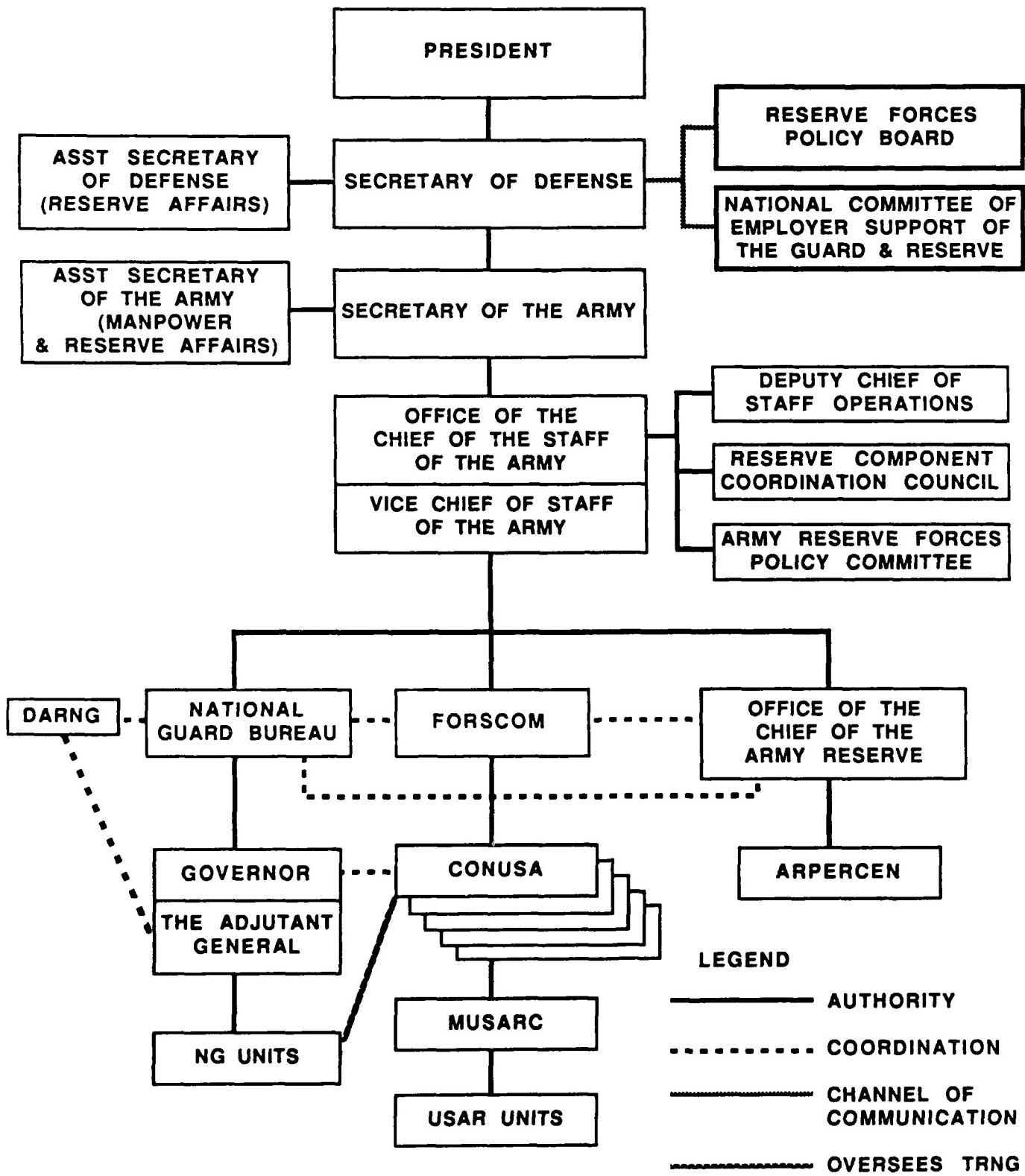
4. The Reserve Officers Association (ROA). Chartered by Congress in 1922, the ROA has over 120,000 members. Every commissioned and warrant officer of the Army, Navy, Air Force, Marines or Coast Guard, active, reserve, or retired, is eligible. ROA works closely with Congress, as well as with state and local governments, to promote national security as well as issues of concern to reserve officers.

5. The Interallied Confederation of Reserve Officers (CIOR). CIOR was founded in 1948 by the 12 NATO countries with Reserve Forces. This organization acts in an advisory capacity to NATO and to the Defense Departments of the member NATO countries. It also annually sponsors team and individual military competitions in shooting (small arms), obstacle course, utility swimming, and orienteering. A companion organization, CIOMR, consists of reserve medical officers.

6. The Senior Army Reserve Commanders' Association (SARCA). SARCA was formed in 1949. Membership is limited to USAR general officers and USAR colonels in the following categories: those holding general officer positions, chiefs of staff, and O-6 commanders or colonels serving on AGR tours. Its purpose is to support the USAR in its role as a vital part of the Total Force.

7. The Reserve Enlisted Association (REA). All enlisted members (including former enlisted) of all military services, active, reserve, or retired, are eligible for membership. In addition to supporting the primary goal of national defense (see ROA), this organization's purpose is to facilitate a more effective, better-trained NCO Corps in the RC.

## CHAIN OF COMMAND FOR THE USAR/ARNG



Annex D

TABLE OF MINIMUM OBLIGATIONS AND ENLISTMENT OPTIONS  
FOR RESERVE ENLISTED PERSONNEL

If the soldier is a	Has the following amount of AD, ADT time credited to him	his total obligation is	He is a member of the Ready Reserve and may participate in the Ready Reserve in one of the following manners:
RA 2-yr enlistee	2 yrs	8 yrs	Con Gp (AT) until 8th anniversary.
			2 yrs in a unit and 4 yrs in Con Gp (Reinf).
			1 yr in a unit and 5 yrs in Con Gp (Reinf).
RA 3-yr enlistee	3 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary.
			1 yr in a unit and 4 yrs in Con GP (Reinf).
RA 4-yr enlistee	4 yrs	8 yrs	4 yrs Con Gp (Reinf)

Annex ETABLE OF MINIMUM OBLIGATIONS AND ENLISTMENT OPTIONS  
FOR RESERVE OFFICER PERSONNEL

<u>Source of Accession</u>	<u>If the officer is credited with following, AD,</u>	<u>his total obligation is</u>	<u>he may participate in the Ready Reserve in one of the following manners:</u>
<u>Type of Commission</u>	<u>ADT period of service,</u>	<u>obligation is</u>	<u>in one of the following manners:</u>
<u>Officers appointed from ROTC</u>	<u>Period needed to complete the Active component resident officer basic course.</u>	<u>8 yrs</u>	<u>6 yrs in a unit-remainder in Con Gp (Reinf).</u>
	<u>2 yrs to 8 yrs</u>	<u>8 yrs</u>	<u>Con Gp (Reinf) until 8th anniversary of appointment as an officer.</u>
<u>Officers appointed from ROTC who received an ROTC scholarship</u>	<u>5 yrs</u>	<u>8 yrs</u>	<u>Con Gp (Reinf) until 8th anniversary of appointment as an officer.</u>
	<u>3 through 4 yrs</u>	<u>8 yrs</u>	<u>Con Gp (Reinf) until 8th anniversary of appointment as an officer.</u>
	<u>Minimum of 2 yrs, but less than 3 yrs</u>	<u>8 yrs</u>	<u>4 yrs in a unit-remainder in Con Gp (Reinf)</u>
	<u>Period needed to complete the Active component resident officer basic course.</u>	<u>8 yrs</u>	<u>In a unit until 8th anniversary of appointment as an officer.</u>
<u>Officers appointed from OCS (ARNG/USAR)</u>	<u>12 or more weeks</u>	<u>8 yrs</u>	<u>6 yrs in a unit-remainder in Con Gp (Reinf).</u>
<u>Officers appointed from OCS (Active Component) with less than 12 mos AD as an EM</u>	<u>2 yrs as a commissioned officer</u>	<u>8 yrs</u>	<u>Until 8th anniversary of initial enlistment, appointment, or induction.</u>
<u>Direct ARNG/USAR appointment (AMEDD, JA, CH only)</u>	<u>12 or more weeks</u>	<u>8 yrs</u>	<u>Until 8th anniversary of appointment as an officer</u>

Annex FLISTING OF USARF SCHOOLS, ARNG NCO SCHOOLS,  
REGIONAL TRAINING SITES, AND CONSOLIDATED TRAINING FACILITIES

## A. USARF Schools

## 1. First US Army Area (24 USARF Schools)

<u>School</u>	<u>Location</u>
1031	W. Hartford, CT
1033	Portland, ME
1034	Manchester, NH
1035	Winooski, VT
1036	Farrell, PA
1037	Boston, MA
1049	Chicopee, MA
1150	Brooklyn, NY
1151	Tonawanda, NY
1154	Flushing, NY
1155	Edison, NJ
1157	Schenectady, NY
1159	Webster, NY
1163	Bronx, NY
2059	Bethlehem, PA
2070	Ft Belvoir, VA
2071	Owings Mills, MD
2072	Philadelphia, PA
2073	Pittsburgh, PA
2076	Wilmington, DE
2079	Richmond, VA
2090	Harrisburg, PA
2091	Scranton, PA
2093	S. Charleston, WV

## 2. Second US Army Area (19 USARF Schools)

<u>School</u>	<u>Location</u>
2074	Louisville, KY
2085	Lexington, KY
2979	Ft Buchanan, PR
3283	Chamblee, GA
3285	Charlotte, NC
3286	Garner, NC
3287	Columbia, SC
3288	Greenville, SC
3289	N. Charleston, SC
3290	Nashville, TN
3291	Memphis, TN
3292	Knoxville, TN
3294	Macon, GA
3385	Birmingham, AL
3387	Coral Gables, FL
3388	Tampa, FL

3390	Jackson, MS
3391	Jacksonville, FL
3392	Huntsville, AL

3. Fourth US Army Area (14 USARF Schools)

<u>School</u>	<u>Location</u>
2075	Cincinnati, OH
2077	Cleveland, OH
2078	Columbus, OH
2087	Toledo, OH
4160	Kingsbury, IN
5030	Ft Harrison, IN
5032	Southfield, MI
5033	Lansing, MI
5034	Chicago, IL
5035	Peoria, IL
5040	Des Moines, IA
5041	Davenport, IA
5042	St Paul, MN
5045	Madison, WI

4. Fifth US Army Area (19 USARF Schools)

<u>School</u>	<u>Location</u>
4150	Dallas, TX
4151	Houston, TX
4152	New Orleans, LA
4153	Albuquerque, NM
4154	Little Rock, AR
4155	Oklahoma City, OK
4156	Broken Arrow, OK
4157	Baton Rouge, LA
4158	Shreveport, LA
4159	Ft Worth, TX
4161	Beaumont, TX
4162	Austin, TX
4164	Ft Houston, TX
4166	Lubbock, TX
5038	St. Louis, MO
5039	Kansas City, MO
5047	Topeka, KS
5048	Wichita, KS
5049	Omaha, NE

5. Sixth US Army Area (12 USARF Schools)

<u>School</u>	<u>Location</u>
5043	Sioux Falls, SD
5046	Aurora, CO
6220	Bell, CA
6222	Los Angeles, CA

6224	Phoenix, AZ
6227	San Francisco, CA
6228	Boise, ID
6229	Vancouver, WA
6232	Ft Douglas, UT
6236	Tacoma, WA
6237	Pleasanton, CA
6241	Spokane, WA

6. Western Command (1 USARF School)

<u>School</u>	<u>Location</u>
4960	Ft Derussey, HI

7. US Army Europe (1 USARF School)

<u>School</u>	<u>Location</u>
3747	Frankfurt, FRG

USARF schools are controlled by the CONUSAs through their MUSARCs. They offer MOS courses (reclassification only), NCOES, OAC, CAS3, and CGSOC. They are open to both USAR and ARNG personnel.

B. USAR NCO Academies

<u>CONUSA</u>	<u>Location</u>	<u>Established</u>
1st Army	Ft Indiantown Gap, PA	yes
2d Army	Ft Bragg, NC	yes
	Ft Jackson, SC	yes
4th Army	Ft McCoy, WI	yes
5th Army	Ft Chaffee, AR	yes
6th Army	Camp Parks, CA	yes

CONUSA Regional NCO Academies are for both USAR and ARNG personnel. The courses taught are PLDC, BNCOC, ANCOC, and the 1SG course. The academies are staffed with 79 personnel, of which 17 are full time military.

C. ARNG Regional NCO Schools

<u>Location</u>	<u>Courses</u>	<u>Established</u>
Camp Shelby, MS	PLDC-RC	yes
Ft Jackson, SC	PLDC-RC	yes
Camp Ashland, NE	PLDC-RC	yes
Camp Williams, UT	PLDC-RC	yes
Camp Beauregard, LA	PLDC-AC and ANCOC-AC (76Y)	yes
Ft Indiantown Gap, PA	PLLC-RC	yes
Camp Robinson, AR	ANCOC-RC	yes

ARNG Regional NCO Schools are controlled by the NGB. Both USAR and ARNG personnel may attend.

D. State ARNG Military Academies are run by each state TAG. Although they are primarily for ARNG personnel from that state, other ARNG and USAR personnel may attend. Courses taught are OCS (except for Virgin Islands and Guam), PLDC, ANCOC, and other functional area and special (non-MOS producing) courses.

E. Regional Training Site - Medical

<u>CONUSA</u>	<u>Component</u>	<u>Location</u>	<u>Established</u>
2d Army	ARNG	Camp Shelby, MS	FY 88
1st Army	ARNG	Ft Indiantown Gap, PA	FY 89
1st Army	USAR	Ft Devens, MA	FY 90
2d Army	USAR	Ft Gordon, GA	FY 91
4th Army	USAR	Ft McCoy, WI	FY 92
5th Army	USAR	Ft Chaffee, AR	FY 91
6th Army	USAR	Camp Parks, CA	FY 90

Regional Training Sites - Medical (RTS-MED) are controlled by NGB and the CONUSAs for the ARNG and USAR, respectively. They are for New Equipment Training (NET) and Doctrine and Tactics Training (DTT) for USAR and ARNG medical units.

F. USAR/ARNG Regional Training Sites Maintenance (RTS-MAINT)

<u>Component</u>	<u>Location</u>	<u>Established</u>
USAR (6)	Ft Devens, MA	FY 90
	Ft Indiantown Gap, PA	FY 91
	Ft McCoy, WI	FY 91
	Ft Hood, TX	FY 89
	Aberdeen Proving Ground, MD	FY 91
	Ft Chaffee, AR	FY 92
ARNG (12)	Camp Blanding, FL	yes
	Camp Dodge, IA	FY 88
	Camp Ripley, MN	FY 89
	Camp Roberts, CA	FY 88
	Camp Shelby, MS	yes
	Ft Bragg, NC	yes
	Camp Custer, MI	yes
	Ft Dix, NJ	yes
	Ft Riley, KA	FY 89
	Ft Stewart, GA	FY 90
	Gowen Field, ID	FY 89
	Weldon Springs, MO	FY 91

Regional Training Sites-Maintenance are controlled by FORSCOM through the CONUSAs for the 5 USAR sites and by NGB for the 12 ARNG sites. Members of

either reserve component may train at the sites. Twenty-two MOSs are currently planned to be available. They are: 27E, 31E, 41C, 43M, 44B/E, 45B/G/K/L, 52C/D/F, 62B, 63B/G/H/J/W, and 76C/P/V.

Additionally, two hi-tech RTS-MAINT are to be established at AMC depots located at Tobyhanna, Pennsylvania, and Sacramento, California, in FY 88. These sites will be operated by AMC and are for complex technical MOSs. The eleven MOSs currently programmed are: 26C, 29J/M/N, 34L/T/Y, 35E, 36L, and 41B/E.

#### G. Consolidated Training Facilities (CTF)

<u>CONUSA</u>	<u>Location</u>	<u>Established</u>
1st Army	Ft Dix, NJ	yes
2d Army	Ft Gillem, GA	FY 91
4th Army	Ft Sheridan, IL	yes
5th Army	Austin, TX	yes
6th Army	Hamilton Army Airfield, CA	yes

Consolidated Training Facilities are under the control of the CONUSAs. They are for sustainment training of both USAR and ARNG personnel. The courses offered are for military intelligence personnel in Career Management Fields (CMFs) 05, 33, 96, and 98.

#### H. Intelligence Training Army Area Schools (ITAAS)

<u>CONUSA</u>	<u>Location</u>
1st Army	Ft Devens, MA
2d Army	Ft Bragg, NC
4th Army	Ft McCoy, WI
5th Army	Ft Sam Houston, TX
6th Army	Los Alamedos Army Reserve Facility, CA

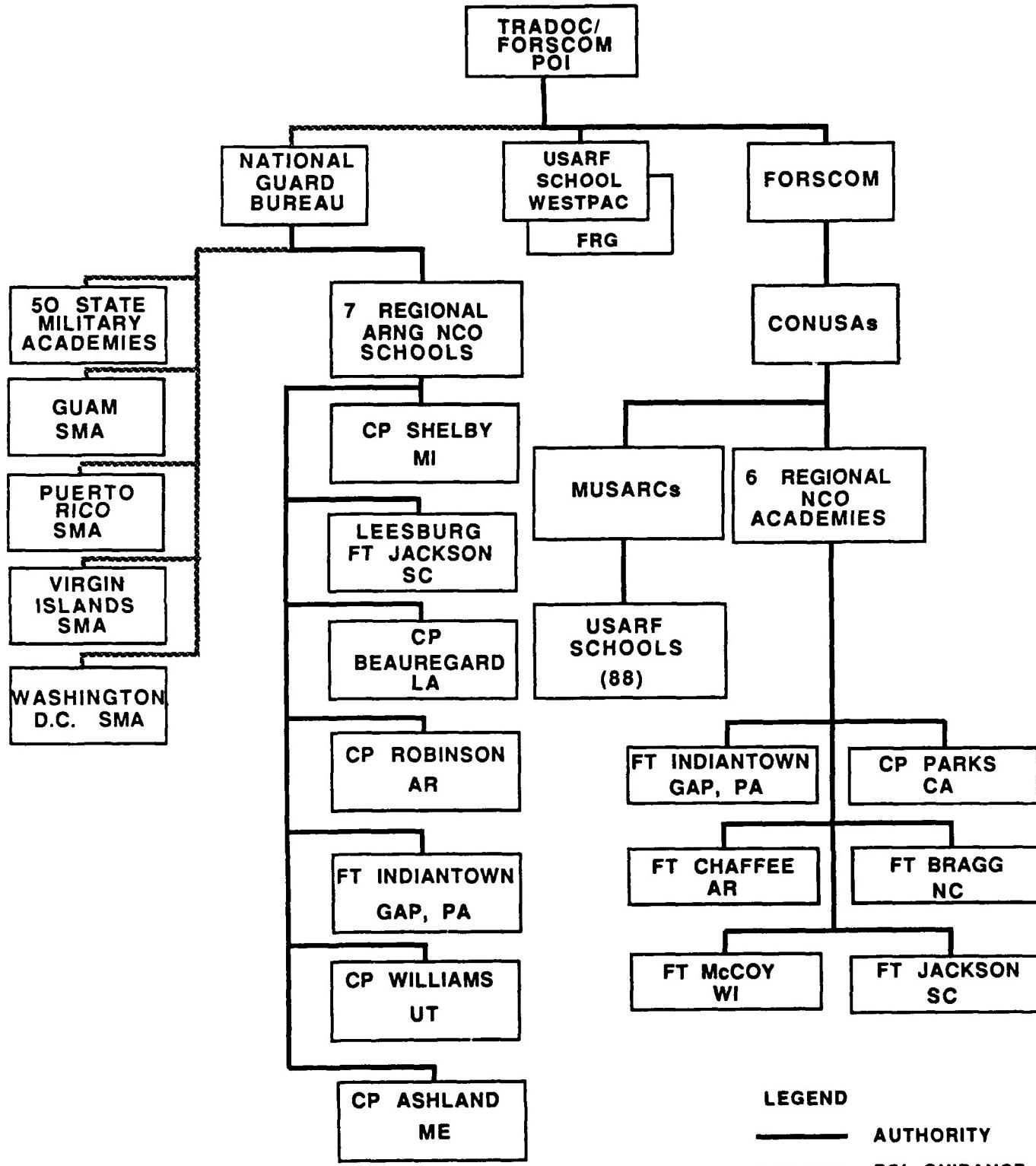
ITAASS are controlled by the CONUSAs. They MOS qualify those prior service personnel, in the intelligence CMFs, who cannot attend an AC school. ITAASS are open to both USAR and ARNG personnel.

#### I. Other

1. Army Reserve Readiness Training Center (ARRTC). This facility is located at Ft McCoy, Wisconsin and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in USAR units.

2. Professional Education Center (PEC). This facility is located at Camp Robinson, Arkansas and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in ARNG units.

**RESERVE COMPONENT  
SCHOOLS**



**LEGEND**

— AUTHORITY  
 - - - POI GUIDANCE

Annex G

TABLE OF MOBILIZATION LEVELS

Mobilization Level	General Description	Numbers Involved	
SELECTIVE	For a domestic emergency, the Congress or the President may order expansion of the active Armed Forces by mobilization of RC units and/or individual reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property and functions, or to prevent disruption of Federal activities. A selective mobilization normally would not be associated with a requirement for contingency plans involving external threats to the national security.	As determined by units selected.	
PRESIDENTIAL CALL-UP	The President may augment the active forces by a call-up of units of the Selected Reserve up to 200,000 men for up to 90 days to meet the requirements of an operational mission and may extend this an additional 90 days with notification to Congress.	Limited to 200,000 (all services) for up to 90 days, plus additional 90 days with notification to Congress.	
PARTIAL	For a contingency operation of war plan or upon declaration of a national emergency, the Congress or the President may order augmentation of the active Armed Forces (short of full mobilization) and mobilization of up to one million men of the Ready Reserve (units or individuals) for up to 24 months.	Up to 1,000,000 (all services) for up to two years.	
FULL	Full mobilization requires passage by the Congress of a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the materiel resources needed for this expanded force structure.	Up to the strength of the approved structure of the Armed Forces.	
TOTAL	Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional unit beyond the existing approved troop basis to respond to requirements in excess of the troop basis and the mobilization of all additional resources needed, to include production facilities, to round out and sustain such forces.	Strength levels beyond full mobilization as determined by President and approved by Congress.	

## (Annex G continued)

Mobilization Level	Who Calls Up	Legal Basis	Persons or Units Eligible
SELECTIVE	President/Congress	10 USC 3500, 8500 & appropriate orders of higher authority; 10 USC 331, 332, 333.	RC Units and/or individual reservists.
PRESIDENTIAL CALL-UP	Presidential Executive Order	10 USC 673b PL 96-584	Units and individuals of the Selected Reserve only.
PARTIAL	Presidential Proclamation of a national emergency and an executive order.	10 USC 673(a)	Ready Reserve Units and IRR, Standby Reserve, Retired Regular Officers, Fleet Reserve, Fleet Marine Corps Reserve.
FULL	Public Law or Joint Resolution by Congress declaring war or national emergency.	10 USC 671(a) 10 USC 672	All of the above, plus National Conscription as determined by the Congress & President.
TOTAL	As Above	10 USC 671(a) 10 USC	As Above.

Annex H

## TABLE OF MOBILIZATION PHASES

Phase I  
PREPARATORY

Operations and Training	Personnel and Administration	Logistics
1. Maintain a Unit Mobilization File (units organic to MTMC will maintain a battlebook.)	1. Provide personnel information.	1. Maintain logistics data files.
2. Establish and maintain Postmobilization Training Support Requirement (PTSR).	2. Maintain personal mobilization packet.	2. Maintain Computerized Movement and Stationing (COMPASS) and AUEL.
3. Develop HS Unit activity list.	3. Provide legal counseling.	3. Coordinate support and assist entities maintaining equipment
4. Exercise the alert notification plan.	4. Ensure medical and dental examinations are current and medical warning tags are issued.	4. Requisition all authorized property.
5. Establish liaison with MS.	5. Ensure immunizations are current.	5. Prepare requisitions.
6. Identify key personnel to be ordered to duty in advance of the unit.	6. Identify personnel who wear spectacles and/or hearing aids.	6. Plan to transfer facility responsibility.
7. Conduct pre-mobilization briefing.	7. Identify personnel requiring lens inserts for protective mask.	7. Identify lodging requirements for HS.
8. Establish COMSEC account.	8. Ensure all unit members have appropriate identification documents.	8. Identify subsistence requirements at HS.
9. Identify map requirements.	9. Maintain MPRJ (DA Form 201).	9. Prepare a unit movement plan.
	10. Maintain personnel finance record (DA Form 3716).	10. Review mobilization equipment redistribution (MOBERS) information.

Phase I  
(continued)

<u>Operations and Training</u>	<u>Personnel and Administration</u>	<u>Logistics</u>
	11. Maintain health record (DA Form 3444 series).	11. Ensure continual maintenance of equipment.
	12. Prepare applications for ID card (DD Form 1172) and DEERS for Dependents, as appropriate.	12. Identify POL requirements at HS and for move to MS.
	13. Ensure personnel have required security clearance.	13. Maintain Class IX PLL/MPL.
	14. Screen personnel for members not available for mobilization.	14. Identify Class V AIIQ Listing.
	15. Request and Store mobilization publications and forms.	15. Identify Class VIII Medical Supply Requirements.
	16. Familiarize administration personnel in SIDPERS.	16. Identify property not to be taken to the MS.
	17. Prepare duplicate fingerprint cards.	17. Identify advance party logistic requirements.
	18. Account for inactive National Guard (ING) personnel in ARNG units.	
	19. Complete family care plans.	
	20. Verify language aptitude and proficiency.	

Operations and Training	Personnel and Administration	Logistics
<b>Phase II</b>		
<b>ALERT</b>		
1. The unit will authenticate the alert message.	1. Order key personnel to duty.	1. Physically inventory unit property.
2. Notify unit members of the alert.	2. Coordinate mission related travel.	Coordinate the retrieval and movement of all unit equipment and supplies.
3. Respond to press inquiries.	3. Transfer simultaneous membership program (SMP) participants.	3. Finalize supply and equipment shortages.
4. Take actions outlined in the mobilization checklist for unit commanders.	4. Transfer high school students.	4. Verify arrangements for subsistence support.
5. Prepare activities schedule for HS.	5. Transfer cadets enrolled in ARNG OCS.	5. Verify arrangements for lodging.
6. Review PTSR and update the postmobilization 2-week training outline.	6. Release attach personnel and recover unit personnel attached to another unit.	6. Confirm advance party logistic members and prepare to move to MS.
7. Identify advance party members.	7. Identify members currently on IET/ADT/FTTD.  8. Screen and promote eligible personnel.	7. Requisition glasses and hearing aids.
	9. Order unit members to active duty.	
	10. Identify duties roster.	
	11. Notify finance input station of unit's mobilization.	

Phase II  
(continued)

Operations and Training	Personnel and Administration	Logistics
	12. Process delayed arrival personnel.	
	13. Prepare reassignment plan.	
<b>Phase III MOBILIZATION AT HOME STATION</b>		
1. Assemble unit at home station or alternate assembly area.	1. Identify personnel requiring waiver of benefits.	1. Provide HS support services as required.
2. Dispatch advance party to the mobilization station.	2. Identify medically disqualified personnel.	2. Review MS support requirements.
3. Initiate HS activities schedule.	3. Close out retirement records.	3. Review materiel condition report, DA Form 2406.
4. Perform an Intelligence Preparation of the Battlefield (IPB).	4. Verify financial and insurance options.	4. Know how to obtain mortuary services if required.
5. Conduct a SAEDA briefing.	5. Review and update those personnel, medical, ties and nonorganizational and financial records not individually identified in this section.	5. Transfer facilities, medical, ties and nonorganizational property.
6. Conduct Code of Conduct briefing.	6. Distribute records.	6. Requisition automated data processing equipment (ADPE).
7. Conduct personal affairs briefing.	7. Verify arrival status of personnel at the assembly site.	7. Prepare to move to the MS.
8. Conduct a dependent information briefing.	8. Process (DD Form 93) 9. Prepare evaluation reports.	8. Conduct a showdown inspection.

Phase III  
(continued)

Operations and Training	Personnel and Administration	Logistics
	10. Complete change of address cards.	
	11. Prepare Active Duty Report.	
	12. Process dependent ID cards.	
	13. Process military ID cards (green) if required.	
	14. Request for DA flight orders.	
	15. Security Clearance rosters.	
	16. Prepare claims for travel from home to assembly site.	

Phase IV  
MOVEMENT TO  
MOBILIZATION STATION

- |                           |   |                           |
|---------------------------|---|---------------------------|
| 1. Execute movement plan. | 1. Ship health and personnel records to MS. | 1. Execute movement plan. |
| 2. Report arrival at MS.  |   |                           |

RC TRAINING IN THE AIR RESERVE COMPONENTS

1. History. Many similarities exist between the Army and Air Force Reserve Component structures since both were part of the Army until 1947.

a. The Air Force traces its origin back to 1907 to the Aeronautical Division of the US Army Signal Corps, which grew to an Aviation section by 1914. World War I proved the value of aviation and a 1918 War Department reorganization divorced the Aviation Section from the Signal Corps by designating it as the Army Air Service, which was the forerunner to the Army Air Corps in 1926 and the Army Air Forces in 1941. On 18 Sep 1947, it became a separate service known as the United States Air Force.

b. The first air reservists formed by the Aviation Section of the Signal Reserve Corps established by the National Defense of 1916. The 1st Aero Reserve Squadron, formed in 1917 from the Governors Island Training Corps, New York, mobilized and embarked for France and World War I on August 23, 1917.

c. The Air Force Reserve was created in 1946 when 430,000 veterans were assigned to the Army Air Forces reserve. This mass of veterans became an actual reserve in 1948, when the Continental Air Command (CONAC) was created to run the reserve program. Today's Office of Air Force Reserve was established in January 1968 as reserve advisory and coordinating agency on the Air Staff, and Headquarters Air Force Reserve, a separate operating agency, replaced CONAC in August 1968.

d. The National Guard traces its history back to 1636, with the creation of four militia units by the General Court of Boston, Massachusetts. The Air National Guard received federal recognition for its first unit on June 30, 1946, which produced a new reserve component with the establishment of the US Air Force.

e. The Air Guard and Air Force Reserve have, through careful expansion through the next decades, won for themselves meaningful missions that could be performed continually in peacetime, such as air defense, tactical aviation, and airlift. In partial mobilizations during the Berlin crisis, the Pueblo crisis, and the Southeast Asia conflict, Air Reserve and Air Guard proved their competence and excellence. Today, Air Reserve Component (ARC) training supports real time mission requirements, e.g., in FY 85, Reserve units flew in excess of 96,000 passengers and air dropped more than 37,000 troops as part of normal training missions. Reserve units equipped with C-5 and C-141 aircraft flew more than 82,000 hours in support of aeromedical operations airlifting over 80,000 patients. The 80,000 members of the USAFR and 114,000 members of the ANG comprise 24% of the Air Force Total Force.

2. Structure. The National Security Act of 1947 is the legal basis for the Air Force, and the DOD Reorganization Act of 1958 removed the Air Force from the chain of operational command. The Department of the Air Force is one of the three military departments within the Department of Defense (DOD), and separately organized under a Secretary. Its organization consists of three parts: the Office of Secretary of the Air Force, the Air Staff, and the field organizations.

a. Operational Chain of Command. Secretary of Defense Schlesinger declared in 1973 that the Total Force Policy integrates the Active, Guard and Reserve forces into a homogeneous whole. When activated, reserve components will join with their active duty counterparts in support of unified and specified commands. Both the Guard and Reserve supply a broad range of operational flying, combat support, and combat service support units.

b. Department of Defense. The Assistant Secretary of Defense (Reserve Affairs) serves as the principal staff assistant and advisor to the Secretary of Defense, with specific responsibility for exercising overall supervision of Reserve Component matters in the Department of Defense.

c. Department of the Air Force. Each service is authorized an Assistant Secretary for Manpower and Reserve Affairs, each with a Deputy for Reserve Affairs. The Chief of Staff of the Air Force is directly responsible to the Secretary of the Air Force for the efficiency and operational readiness of the Air Force. In keeping with the Total Force Policy, the Chief of Air Force Reserve and Chief, National Guard Bureau (or Director, Air National Guard) serve on the Air Staff to advise the Chief of Staff on Reserve and Guard matters.

d. Office of the Air Force Reserve (Pentagon, Washington, DC). The Chief, Air Force Reserve is the principal advisor to the Air Force Chief of Staff for Reserve matters. He is responsible for establishing policy, and initiating planning and programming in consonance with Air Force policy. He is also Commander, Headquarters, Air Force Reserve, and provides technical and policy guidance to the Air Reserve Personnel Center.

(1) Headquarters Air Force Reserve. This a separate operating agency located at Robins Air Force Base, Georgia. It administers and supervises Reserve unit programs, and exercise command and control through the three numbered air forces in Georgia, Texas, and California. These are the 4th Air Force headquarters located at McClellan AFB, California, the 10th Air Force headquarters located at Bergstrom AFB, Texas, and the 14th Air Force headquarters located at Dobbins AFB, Atlanta, Georgia. Each numbered air force headquarters is commanded by a Reserve Component Major General (authorized but not always assigned). Each headquarters staff, except for the active component advisors, is comprised of reserve personnel in the Active Guard Reserve (AGR) program. Fighter aircraft units and tanker support units are controlled by Headquarters 10th Air Force, Bergstrom AFB, Texas. All other type units located east of the Mississippi River are controlled by Headquarters 14th Air Force, Dobbins AFB Georgia. All other type units located west of the Mississippi River are controlled by Headquarters 4th Air Force at McClellan AFB, California.

(2) Headquarters Air Reserve Personnel Center. This is a separate operating agency located at Lowry Air Force Base, Colorado. The center performs specified headquarters US Air Force, major command, and base-level personnel actions. It manages the individual Reserve programs for Ready Reservists, and maintains master personnel records for all members of the Air National Guard and Air Force who are not on extended active duty.

e. National Guard Bureau. The National Guard Bureau (NGB) is a joint bureau of the Departments of the Army and the Air Force.

(1) The Chief, National Guard Bureau is the advisor to both Army and Air Force Chiefs of Staff on National Guard matters, and he has two directorates to administer their respective Army and Air Force programs. The Director, Air National Guard administers Federal Air National Guard activities, in accordance with Air Force policy, to assure that properly trained and equipped force are combat ready to augment active force units. The Director also serves as Commander, Air National Guard Support Center, Andrews AFB, Maryland.

(2) The Air National Guard, in peacetime, is commanded by the governors of the various States; it is supported by the Air Force through the National Guard Bureau (NGB). The NGB is the channel of communication between states and the Department of the Air Force. The active component role is limited to guidance in training as well as evaluations and inspections of training.

3. Organization. The ARF structure is similar to the Army Reserve structure and both are governed by the same DOD directives. Air Reserve Forces personnel are placed in one of three categories: Ready Reserve, Standby Reserve, and Retired Reserve (see Annex C).

a. Ready Reserve. The total Ready Reserve, including both the Air Force Reserve and the Air National Guard, is just over 191,000 people. The Ready Reserve is that part of the reserve forces which can be ordered to active duty under conditions short of a Congressional declaration of war or national emergency. The Ready Reserve is composed of the Selected Reserve and the Individual Ready Reserve (IRR). The Selected Reserve is made up of those airmen assigned to either Air National Guard or Air Force Reserve units and Individual Mobilization Augmentees (IMA). Both categories of personnel participate in training regularly. Just as in the Army Reserve Component system, units in the ARF have 39 training days a year. These days are divided into a 15-day annual training period and 48 Unit Training Assemblies (UTAs) a year. Additional training periods are provided for flight crews, pilots, and maintenance personnel of aircraft squadrons. These selected personnel are provided with an additional 48 AFTP's (Additional Flight Training Periods). Additional training is also made available by Active Duty Training Periods provided through other branches of the service when support missions are flown. These Active Duty Training Periods could equal up to 30 extra flying days per year. Air National Guard units through their State TAG may receive an additional 30 days. Air Force Reserve IMA personnel, like IMA's in the Army Reserve, participate in regular training with active Air Force units and upon mobilization serve with that unit. The second category of Ready Reserve, the IRR, is mostly filled with airmen who have completed an active duty tour and are serving the remainder of their 8-year obligation. Like with the Army, a separating airman is counseled and encouraged to join a reserve unit before being assigned to the IRR. As with Army IRR members, AFR IRR airmen can volunteer to train, earn pay and retirement points, and also be promoted.

b. Standby Reserve. In addition to the Ready Reserve, there is the Standby Reserve which can be ordered to active duty only when Congress

declares war or a national emergency. The Standby Reserve totals about 23,000 personnel. Although a number of Standby Reservists participate in correspondence courses or voluntarily train with Ready Reserve units, the majority of them do not participate in any type of training as they are not required to. They belong to the Standby Reserve primarily because they wish to maintain their affiliation with the Air Force. Members of the Standby Reserve are either in the active or inactive status list. Members who might be assigned to the active group include those with temporary extreme hardship or temporary medical disqualification. Those assigned to the inactive group include such personnel as those who are theological students and general officers no longer occupying authorized positions.

c. Retired Reserve. The Retired Reserve of the Air Force is similar in composition to the Retired Reserve of the Army. It is generally composed of those personnel who:

- (1) have reached at least 20 years of reserve service;
- (2) have served 6 months active duty in time of war and 8 years of Reserve service, or
- (3) meet certain medical or administrative criteria.

Personnel.

a. Enlisted System.

(1) There are two ways that prior or nonprior service enlisted airmen can enter service with the Air Reserve Components (ARC). They are through either a direct enlistment into the ARC or upon completion of active duty to serve the remainder of their initial 8-year service obligation. For direct enlistment airmen, all attend 6 weeks of basic training, but there are two ways they may receive the rest of their initial training. Their basic training may be followed by technical training in residence at an Air Force school, or after basic training, they may pursue an on-the-job training program. The training they receive after basic training is for the award of an Air Force Specialty Code (AFSC) (like an Army MOS). If the airman is coming from active duty, he/she can assume a similar specialty in the Reserve or, if a vacancy does not exist in a local unit for his specialty, receive training in a new specialty. This new specialty is normally awarded through resident training at an active AF school or through an on-the-job training program.

(2) Career progression and required professional development courses for enlisted personnel are much like that of the Army Reserve Components. Time in grade for promotions is similar and some similar educational requirements exist.

(3) The first course that is required after initial entry and AFSC training is for the E3 or E4 (senior airman) and is called the NCO Preparatory Course. It is designed to prepare the airman for a leadership position and is mandatory for promotion to the NCO ranks. This course is normally attended in residence, and only in hardship cases may this course be taken by correspondence. The next course for E4s (SGT) and E5s is the NCO Leadership School. The NCO is required to attend this 4 week course in residence. Unlike the preparatory course, this school is not mandatory for promotion. At

the E6/E7 level, there is an NCO Academy 6-week course. For senior NCOs, E8s and E9s, there is a Senior NCO Academy 8-week course. Both the NCO Academy and the Senior NCO Academy may be taken by correspondence in lieu of resident attendance, and both are mandatory for promotion.

(4) In addition to these previously mentioned courses, each AFSC has career development courses, specifically for each AFSC. The completion of one of these courses results in the award of the next higher skill level. Most AFSCs have five skill levels. These skill levels are designated as skills levels 1, 3, 5, 7, and 9. Skill levels are related to the airman rank, but airman can be awarded a higher skill level than that normally associated with his rank through successful completion of a test for award of the next higher skill level. There are, however, restrictions on how far an airman can progress in skill levels relative to his rank. For example, an E5 would normally be skill level 5; however, he can attain up to a skill level of 7. Most skill level courses are taught through correspondence and, like all but the NCO Leadership School, are linked to promotion.

(5) In the Air Force Reserve, promotion up through the grade of E2 is done administratively. For E3 and above, promotion of an enlisted airman in the Reserve is accomplished through either a unit vacancy promotion system or the Promotion Enhancement Program (PEP) for promotion to E6-E9 only. To be promoted by unit vacancy, there must be a vacant position in the next higher grade or the airman can already be serving in a higher grade position (for example, an E6 serving in an E7 duty position). Additionally, an airman must meet minimum time in service, time in grade, skill level, and professional development courses completion requirements. He/she then is promoted by the squadron commander.

(c) Under the PEP program, using a computer, current strength and loss rates by grade are considered, and anticipated shortages and needed replacements are projected for the next five years out. Based on these needs, each numbered Air Force headquarters is provided with a quota by grade of the number of personnel that they can promote. The airman must meet the same requirements for promotion as under the unit vacancy program system except for the requirement for a vacancy to exist. The Air Force Reserve headquarters suballocates promotion quotas to Wing headquarters who then hold promotion boards to promote the most deserving airman. Under this program the airman may be promoted to a grade higher than his duty position is authorized.

(7) The Air National Guard uses only the unit vacancy system. Requirements for promotion to each grade, with the exception of time in grade and time in service which are the same as those for the Active Air Force, are set by each state. The only other difference is that throughout the Air National Guard, promotion to E6 is automatic at 12 years of service and to E7, at 20 years.

#### b. Officer System.

(1) Warrant officers ranks have been eliminated in the Air Force and E8s and E9s now perform those duties. There are five ways to enter the Air Reserve Components for ARC commissioned officers. One can be commissioned

through the Air Force ROTC program and go directly into the reserves, come from active duty to complete the 8 year initial service obligation, attend Officer Training School (OTS), be commissioned through the commissioning program: USAFR Airmen Not On Extended Active Duty program, or be commissioned directly for some specialties, notably doctors and nurses. Personnel who are commissioned under the OTS program are enlisted personnel who come from units. To earn a commission, the airman undergoes a unit board which forwards the request to the appropriate personnel center, either the ANG Support Center or the Air Force Reserve Personnel Center. A board is held annually by each center, and selected candidates are sent to a 6-week resident OTS course, where upon completion, they earn their commission. The USAFR Airmen Not On Extended Active Duty Program is exclusively for the selected reserves. If an airman's application meets the full requirements, i.e., a college degree, is a member of the selected reserve, and there is a position within a unit for him to fill, he can be awarded a commission by HQAFPC or HQAFRLS, which is then submitted for federal approval.

(2) After commissioning initial entry training for reserve officers consists of a 2-week course called the Air Officer Orientation Course. Following the completion of the Air Officer Orientation Course, training of reserve officers in various specialties is accomplished in a variety of ways. Some specialties, such as flight training, require mandatory in residence training. Others require completion of correspondence courses, while still others are awarded through on-the-job training at the officer's unit. After specialty training, somewhere between the grade of 1LT and MAJ, an officer will be given the opportunity to complete the Squadron Officers School (9 weeks) at Montgomery, Alabama. As a MAJ or LTC, he may complete the Air Command and Staff College course (11 months) at the Air University. The final formal level of schooling that is possible for COL and LTC (designated to command), to attend is the Air War College (11 months), also taught at the Air University. Although the preferred method of schooling is in residence, all courses, including initial entry training, are available in nonresident means, either by correspondence or seminar courses. Within the ARC, there is no system similar to the USARF school/ARNG academies of the US Army Reserve Component for providing education to officers or enlisted personnel.

(3) Promotions for officers to the rank of 1LT are done administratively by the appropriate personnel center for both unit and IRR officers. Promotions to Captain and above are done in one of two ways: either through a unit vacancy system or centralized promotion system board. The centralized board method is used for both the AFR and ANG for both unit and IRR officers. Separate centralized promotion boards for the ANG officer and USARF officer are held at each of the appropriate personnel centers. With the exception of time in service and time in grade requirements, which are the same for both ANG and USARF officers, there are no other mandatory requirements, such as completion of certain schools, for promotion. Promotions are made primarily based on the officer's performance record. Officers nonselected for promotion twice, prior to reaching retirement eligibility, are separated. The unit vacancy promotion system is used by units in the USAFR and the ANG. While the concept for both is that if the unit has a vacancy in the next higher grade, it can promote an officer who meets the minimum requirements for the next higher grade to fill the position, the two systems are different. In the ANG, a board is convened at squadron

level, on an as needed basis. The minimum requirements for promotion to each grade are the same for the ANG and the USARF. In addition, however, for unit vacancy promotion, the ANG has education requirements and minimum ratings an officer must have received on all his officer efficiency reports. The ANG also allows only one promotion per vacancy. In the USAFR, the unit vacancy promotion board is held annually, there are no education or minimum officer efficiency report evaluation scores requirements, and more than one promotion may be made per vacancy.

##### 5. Training Guidance.

a. Input for formulation of an ARC unit's training plan comes from six sources. These sources are the Air Staff, the Major Commands (TAC, MAC, SAC), overseas commands (e.g., HQ USAFE in Europe), HQ, ANG, HQ, AFR, and from within the unit itself.

b. Guidance from the Air Staff consists primarily of providing units the policies by which training will be conducted.

c. The major commands, i.e., TAC, MAC, and SAC, play a primary role in formulating training guidance. They are responsible for formulating, publishing, and disseminating the aircraft training programs for each type of aircraft they have designated responsibility for. Each regulation establishes a standardized training program for aircrews of both the Air Force and Air Reserve Forces. These regulations express the minimum training requirements in numbers of sorties, flight hours, and ground training hours by subject that each aircrew must perform. Support units have similar regulations, also written by the major command, which outline their requirements for training.

d. The major commands also host planning conferences. At these conferences, units learn what missions they will fly in support of other units. These conferences bring together units who need air support and the active ANG and AFR units who need the training and can provide air support. Units are not tasked, but volunteer to meet the various flying missions.

e. Overseas commands provide units with wartime guidance. Under the Checkered Flag program (like the Army CAPSTONE Program) for TAC and Volant Partner program for MAC, ARC units have a designated deployment mission. To fully inform the units of their deployment mission, US Air Force in Europe (USAFE) provides the ARC through the major commands with OPLANS for their various missions and contingencies. To exercise these deployment plans, USAFE annually requests specific units to participate in overseas deployment training. These requests are provided to the appropriate major command who consolidates them and provides them to HQ, Air Force Reserve and the National Guard Bureau. These HQs review and then task appropriate units. Deployment training is, as a guide, accomplished every three years for both flying units and support forces.

f. Another part of the training guidance for the ARC comes from attendance by ARC representatives at planning conferences for major exercises. At these planning conferences, these representatives volunteer various units to participate in major exercises. Additionally, the AFR receives requests from wartime gaining commands for AFR support

in active Air Force exercises. Using these two inputs, the AFR delegates missions and tasks to the numbered reserve Air Forces headquarters and they suballocate these missions to their units.

g. The prudent application of training guidance by units is verified by assistance visits and higher headquarters' inspections. Headquarters, Air Force Reserve, schedules these visits and inspections. The two major inspections conducted by the gaining air command are the Operational Readiness Inspection (ORI) and the Unit Effectiveness Inspection (UEI), normally administered alternately every eighteen months. The ORI is an observation of how a unit performs its wartime tasking, and the UEI is an in-depth examination for compliance with regulations and directives. The two combine for a complete inspection of all facets of the unit. These are similar to Army Annual General Inspections. For flying units only, the UEI is combined with a Standardization/Evaluation visit, consisting of check rides and written examinations for aircrews, and performance of various flying tasks such as close air support.

h. The State TAGs are also a source of training guidance for the Air National Guard units. The TAGs may task units to participate in various training exercises and integrate missions that the State governor directs into the training guidance.

i. The final element that the unit commander must consider in formulating his training plan comes from within the unit itself. In the ARC, training for nonflying personnel is a bottom to top program driven by each airman's Air Force Job Qualification Standard (AFJQS). Like a job book, it contains all the tasks that an airman is required to perform for his given AFSC. Each supervisor uses the AFJQS to decide what tasks to train and when for his airmen and then submits this to the squadron training office for approval and inclusion in the squadron's training plan.

## 6. Unit and Individual Training.

a. The Master Training Plan (MTP) is the document that drives all the unit's training for a year. The commander uses the input from these six sources to develop his MTP.

b. To develop his program, the commander first places on his MTP those training exercises and missions that he has been tasked to participate in by his peace time chain of command and scheduled inspections. He then schedules all the required aircrew training based on his unit's particular aircrew training program regulation. He also plans his own unit's training flights and exercises to work on correcting those deficiencies noted from inspections and previous exercises after-action reviews. The tasks the unit will have to perform to complete its deployment mission are also considered. To plan individual training, the commander uses the input from his NCOs on what AFJQS related training they need for their airmen, and uses this to fill remaining openings in his MTP. A copy of the completed MTP is provided to the base commander at the base where he will train so training support can be consolidated.

7. Full-Time Assistance Programs. Full-time assistance is provided to reserve component units by two programs. These programs are the Active Guard and Reserve (AGR) program, and a federal civil service program whose employees are called Air Reserve Technicians (ART) in the Reserve, and Military Technicians in the National Guard.

a. The AGR program consists of full-time reserve personnel who are members of the Guard or Reserve and who have been ordered to active duty, with their consent, for the purpose of organizing, administering, recruiting, instructing, or training for the Reserve Components. The USAFR does not use AGRs at the unit level, but does use Reservists in full-time, statutory tour positions in recruiting and headquarters.

b. The federal civil service program has existed since 1958. Individuals in this career plan program perform the same function as those in the AGR program. They are full-time Federal Civil Service employees employed at unit level and form the day-to-day management and training nucleus of the Reserve units, and are part-time Guardsmen and Reservists of the facility where they are employed full-time, and perform a minimum of two days per month and fifteen days of annual training.

8. Mobilization.

a. As does the Army, the Air Force has a Mobilization Plan. For many units, their mobilization station is their home station. Units are required to perform MOBEX training once a year and this training is included in the annual MTP.

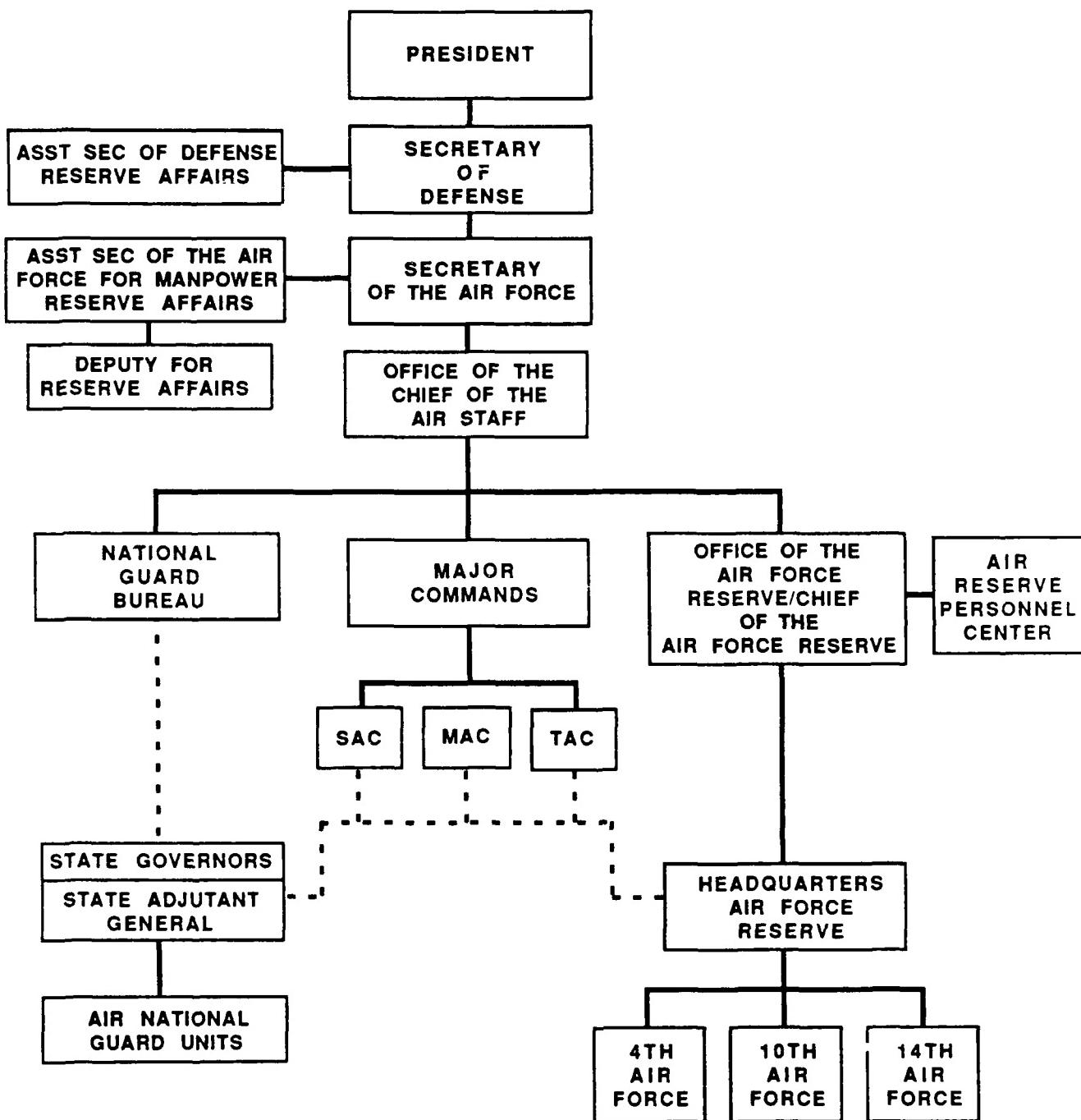
b. Under the Presidential 200,000 call-up, units belong to HQ AFRES, but come under the operational control of their gaining command. In the event of a partial mobilization, part of one or more of the numbered Air Forces would contribute personnel as required to meet the filler requirements of the active major commands, but the headquarters would remain (unless one entire Air Force was chosen for the partial mobilization). Under a partial mobilization, all units are assigned to a gaining command and fall under their control.

c. Upon the order for total mobilization, the three numbered Air Force Headquarters will be disbanded, and the personnel will be assigned, as required, as filler personnel to other major commands of the Air Force. As a guide, disposition of the units that were under these headquarters is as follows:

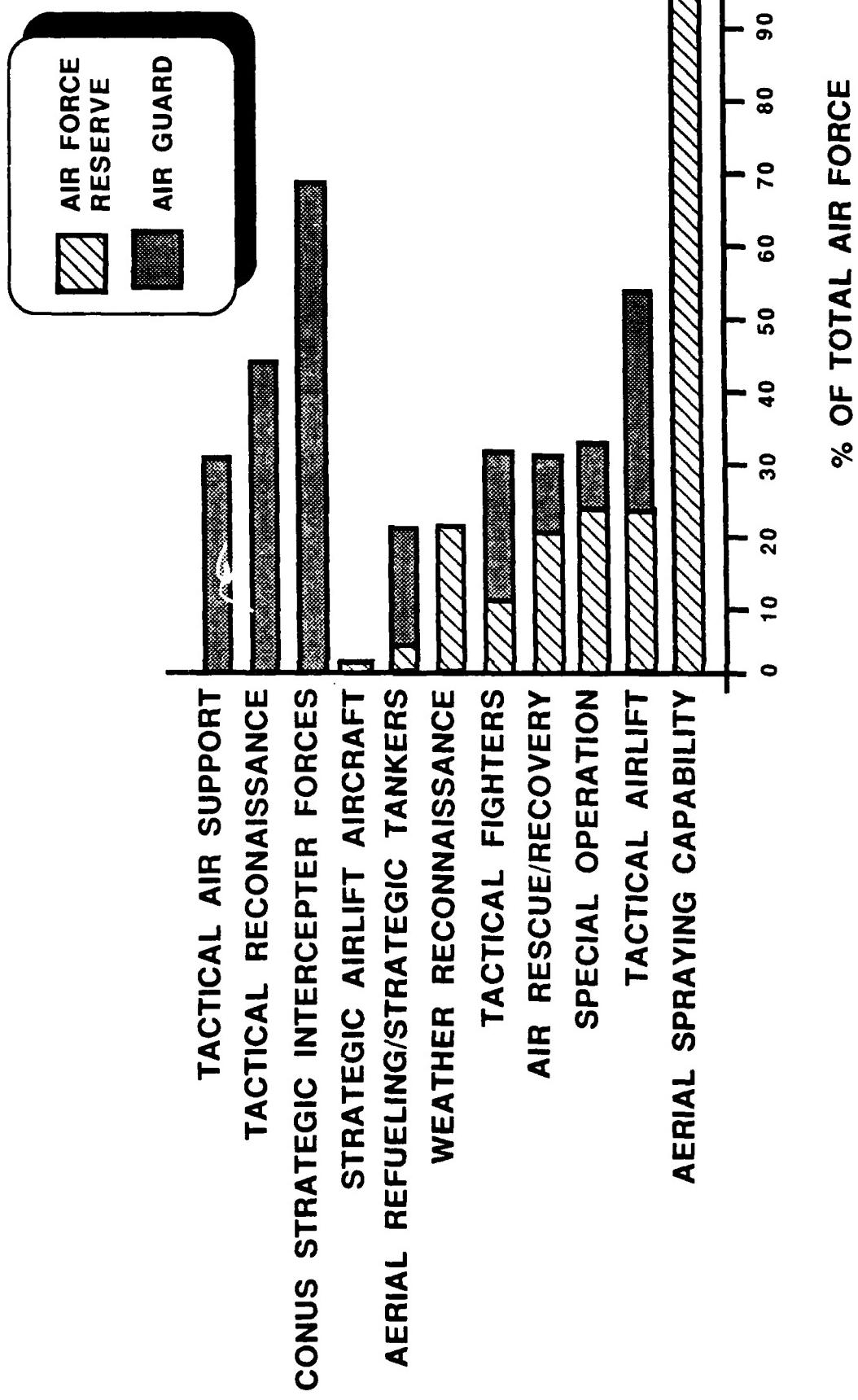
(1) Fighter Aircraft Squadrons - Assigned to one of two numbered Air Force Headquarters. Units east of the Mississippi River will fall under the control of Headquarters, 9th Active Force at Shaw AFB, South Carolina. Units west of the Mississippi River will fall under the control of Headquarters, 12th Air Force at Bergstrom AFB, Texas.

(2) All other units will be assigned and fall under the control of their respective type Headquarters such as Military Airlift Command (MAC) and Strategic Air Command (SAC). The only exception to this force structure is the 452d Air Refueling Wing (Reserve), March AFB, which falls under the command of Pacific Air Command.

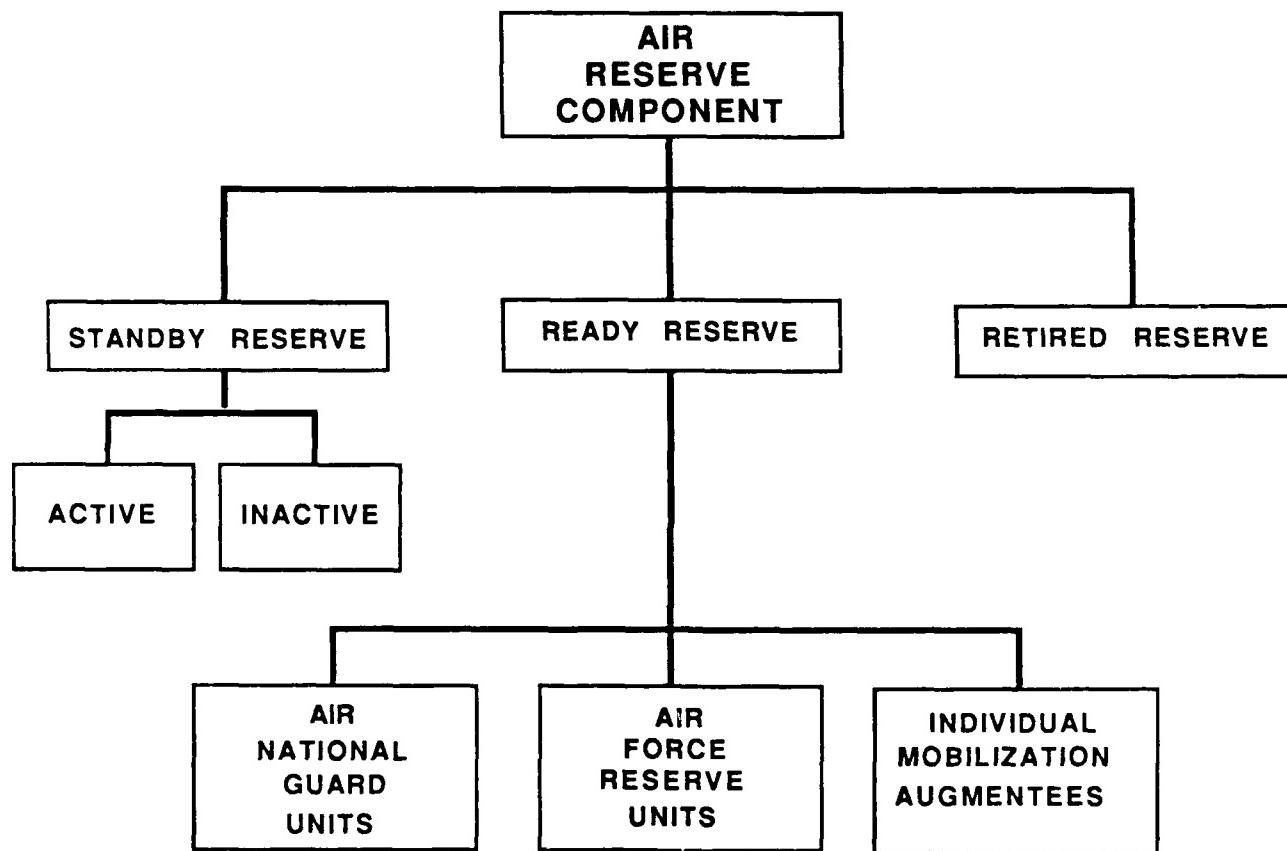
## CHAIN OF COMMAND FOR USAFR/ANG



## AIR RESERVE COMPONENT TOTAL FORCE CONTRIBUTION



## AIR RESERVE COMPONENT STRUCTURE



RC TRAINING IN THE UNITED STATES MARINE CORPS

1. History. The Marine Corps traces its origin to the Continental Marines, which were established by resolution of the Continental Congress on 10 November 1775. The Marine Corps was established by Act of Congress on 11 July 1798. The first Marine reservists were organized as detachments of the Naval Militias in 1893, but were not officially recognized until redesignated as the Marine Corps Branch, Naval Militia on 10 July 1915. One year later the US Marine Corps Reserve was established by Act of Congress, making it a wholly federal force (there is no equivalent of a National Guard), governed by the law in sections of Title 10 US Code.

2. Authority. The United States Marine Corps is organized under the Department of the Navy. The chain of command passes from the President through the Secretary of Defense and Secretary of the Navy to the Commandant of the Marine Corps. The Deputy Chief of Staff for Reserve Affairs, at HQ Marine Corps, administers the Reserve Forces for the Commandant (See Annex A). Selected Marine Corps units are organized under three elements: the 4th Marine Aircraft Wing, the 4th Marine Division, and the 4th Force Service Support Group, which is under the operational control of the 4th Marine Division.

3. Organization.

a. The USMCR is composed of a Ready Reserve, Standby Reserve, Retired Reserve, and Fleet Marine Corps Reserve (See Annex B).

(1) The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress, or when otherwise authorized by law. There are two categories of the Ready Reserve, Selected reserve and Individual Ready Reserve.

(a) The Selected Marine Corps Reserve (SMCR) consists of units and Individual Mobilization Augmentees (IMAs) that train in time of peace for immediate mobilization.

(1) SMCR units mirror corresponding Regular USMC units in organization, training, and equipment. The SMCR trains at 191 sites located in 46 states, Washington, DC, and Puerto Rico.

(2) IMAs are assigned to key mobilization billets on active Marine Corps staffs, or to billets in one of the 52 mobilization stations across the country. They would fill these slots full time upon mobilization. While IMAs are members of the SMCR, they are controlled for personnel actions by the Marine Corps Reserve Support Center (MCRSC), which also controls the IRR. Unlike the USAR IMAs who only perform Annual Training (AT), USMCR IMAs perform inactive duty training (IDT) (drill) with their mobilization organization as well as annual training. As of 30 September 1987, there were 42,253 members in the SMCR.

(3) All SMCR members attend both IDT (drill) and AT in a paid status. SMCR members must attend a minimum of 48 drills and 15 days annual training each year. If a member misses over 6 drills in a year and is an obligated member, he usually is involuntarily called to active duty.

Members of the Selected Marine Corps Reserve receive one day base pay and any special pay to which they are entitled plus one retirement point for each drill performed, and one day's full pay and allowances and one retirement point for each active duty day (e.g., annual training) performed. Each SMCR member receives 15 retirement points per anniversary year for membership in the reserve. A reservist is required to earn at least 50 points during his anniversary year for that year to be counted toward retirement from federal service.

(b) The Individual Ready Reserve (IRR) is a manpower pool that provides trained personnel to both active Marine Corps and SMCR units upon mobilization. Like the USAR IRR, the USMCR IRR member is offered the opportunity to train individually with active USMC or SMCR units and to attend military schools both in an AT or active duty for training (ADT) status. Members of the IRR are paid one day base pay for each day of AT or ADT performed and are credited with 1 retirement point. Members of the IRR may also accumulate retirement points through correspondence courses and volunteering to perform Inactive Duty Training. Members of the IRR are not paid for attending IDT. Those IRR members who do perform IDT may perform this IDT with an SMCR unit or with a reserve unit of another service or with a Mobilization Training Unit (MTU). An MTU is a permanent organization, filled by IRR volunteers, that is attached to active or reserve component Marine Corps organizations. These units perform special projects for their operational sponsors in a nonpaid status. The option to perform IDT is not exercised, however, by most members of the IRR. The IRR member is usually offered other training opportunities (non-IDT) so that he may accumulate enough retirement points (50) to be credited with completion of a satisfactory training year. As of 30 September 1987, there were 44,580 members in the IRR.

(c) The Standby Reserve consists of those members other than those in the Ready Reserve or Retired Reserve, who are liable for active duty only in time of war or national emergency declared by Congress. As of 30 September 1987, there were 1,410 members in the Standby Reserve. There are two categories of the Standby Reserve, Active Status list and Inactive Status List.

(1) The Active Status List is composed of reservists not on the Standby Reserve, Inactive Status List, or in the Retired Reserve. A Standby Reservist on the Active Status List may participate voluntarily in reserve training on active duty (annual training duty) or inactive duty (IDT training drills). They are permitted to earn retirement points and remain eligible for promotion.

(2) The Inactive Status List is composed of reservists who are not required by law or regulation (nonobligated and noncontact) to remain members of an active status program. These members are prohibited from participating in any training, cannot earn retirement points, and are ineligible for promotion.

(3) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retirement pay at age 60, but are not yet receiving it. These members' names are carried on a retired list, and may be called to active duty without consent in time of war or national emergency declared by Congress, or when otherwise authorized by law.

(4) The Fleet Marine Corps Reserve consists of those enlisted members of the Regular Marine Corps and the Marine Corps Reserve who have completed 20 or more years of active service, but less than 30 years, and are receiving retainer pay (like retired pay). They not only are subject to be called to active duty like the retired reserve in time of war or national emergency, but also may be required during peace time to perform up to 2 months of active duty for training in each 4-year period.

b. Functions. The mission of the Marine Corps Reserve is to provide trained and qualified units and individuals for active duty in time of war, national emergency, and at such times as national security may require. The USMCR constitutes about one-third of the Total Marine Force (Annex C). As of 30 September 1987, the Marine Corps had over 197,000 members on active duty and 88,243 in the Ready and Standby Reserve. The USMCR provides units and individuals to the Total Marine Force in the following ways:

(1) The USMCR may selectively augment the active forces with units from the Selected Reserve and individuals from the IRR so that three Marine Expeditionary Forces (MEF) are fielded at full wartime structure. The USMCR may also selectively reinforce the active MEFs with SMCR units for a particular operation. The USMCR also has the capability to field a Marine Expeditionary Brigade (MEB) (with reduced aviation and limited CSS capability) to reinforce an active MEF. If augmentation and reinforcement are not ordered, the USMCR can field a Division, Wing, or Force Service Support Group. Finally, if augmentation, reinforcement, or fielding of a MEB are directed, the USMCR can provide a nucleus to reconstitute a Division, Wing, and Force Service Support Group (FSSG).

4. Enlisted System. Marines enter the USMCR in three ways. They may enlist directly for the USMCR, enter as a service member finishing his active duty tour and fulfilling the balance of his military obligation, or reenlist as a prior service enlistee. All initial accessions to the USMCR, as with the other armed services, incur an 8-year military service obligation (MSO). Recruiting for the USMCR is done by full-time active duty recruiters, who both recruit individuals for direct entry into the USMCR and counsel those Marines departing the active Marine Corps attempting to get them to join USMCR units. Those personnel who enlist directly for the USMCR may enter under one of the following options: they may serve 6 years in the SMCR and 2 years in the IRR, 5 years in the SMCR and 3 years in the IRR, 4 years in the SMCR and 4 years in the IRR, or 3 years in the SMCR and 5 years in the IRR. Upon completing this obligation, a reservist may stay on in the USMCR by reenlisting for a period of 1 to 6 years.

a. The majority of USMCR enlisted marines enlist directly for the USMCR and as such require basic training and military occupational specialty (MOS) training. These Marines may complete Marine basic training (10 weeks) and

initial MOS training during initial active duty training or under a certain enlistment option, split attendance at basic training and MOS training like the Army split option program. The MOS training varies from two weeks to two years long (it is usually, however, 1 to 4 months long), and may be taught either at a USMC school or other service school, depending on the MOS. The only method for an initial entry USMCR enlisted member to obtain basic training and MOS training is through attendance at a resident Active Component school. Like the U.S. Army, until a Marine recruit has received 12 weeks of military training, he is not a mobilization asset.

b. Sometimes the USMCR enlisted member who has left active duty and is completing his initial obligation in the USMCR will also require reclassification training to fill a position in the reserve unit in his area. The Marine in this category can receive reclassification training by attendance at a resident Active Component school, receiving Managed On the Job Training (MOJT) in conjunction with completing MOS related correspondence courses, or complete a program consisting of attendance at a specialized 2-week course run by the active component school and MOS related correspondence courses.

c. Training for reserve NCOs consists of NCO professional development courses, including the NCO Leadership Schools and the Staff NCO Academy. Both must be attended in residence as neither is available through correspondence. Lance corporals and corporals attend the NCO leadership school.

d. Promotions for enlisted Marines within the USMCR is as follows: Promotion for grades to E3 are made at unit level according to the SMCR unit commander's discretion. Promotions for grades to E3 for members of the IRR are made administratively by the Marine Corps Reserve Service Center (MCRSC), based on successful participation and evaluation. Procedures for promotion to E4 and above are the same for all reserve members. Promotions to E4 and E5 are centralized at the MCRSC, based on a formula that awards points for time in service and grade, military schools attended, completion of correspondence courses, physical training status, and performance evaluations. The names of those selected for promotion are placed on a list by MOS and promotions are made by MOS based on quotas established by Headquarters, Marine Corps. Promotions for E6 and above are by a central board review of military records. Selection is made on a best qualified basis and is not tied to the completion of military schools. The USMCR, like the Army, has an up or out promotion policy.

e. The USMCR has a unique policy concerning the length of time a senior NCO (E8 and E9) may stay in a SMCR units. SMCR First Sergeants/Master Sergeants (E8) and Sergeants Major/Master Gunnery Sergeants (E9) may serve in First Sergeant and Sergeant Major Billets not longer than 5 years. There are no tour length limits for enlisted reservists in the grade of E7 and below.

## 5. Officer System.

a. The vast majority of USMCR officers are accessed after a full active duty tour as they come into the reserves to finish their 8-year obligation. A few USMCP officers come into the reserves as 2LTs after completion of Navy ROTC, the Platoon Leaders Course (completed by the individual while attending college), or attendance at the Marine Officer Candidate Course.

After commissioning, all USMCR officers must attend the Officers Basic School and thereafter, attend an occupational specialty school. Both the basic course and the specialty school are Active Component courses. At this point, there is a marked difference between the USMC and the US Army Reserve Components. After completion of these schools, all USMCR reserve Lieutenants must serve three years on active duty before joining a reserve unit. Thus, all officers in the USMCR have some active duty experience.

b. The USMCR officers have further professional education and speciality courses. Senior USMCR Lieutenants or Captains have the opportunity to attend the Amphibious Warfare School. As a Major, they may attend the Marine Command and Staff College. Both of these courses have abbreviated resident versions for the reserve officers or can be taken through correspondence. Thereafter, Lieutenant Colonels and Colonels may attend other service war colleges or senior service schools. Like the US Army, the USMCR has an up or out promotion policy for its officers, but unlike the US Army Reserve Component, the completion of military schools is not a prerequisite for promotion. Promotions are done by a centrally convened board that reviews the Officer Military Personnel File, a Reserve Qualification Summary, a Reserve Retirement Credit Report, Officer Fitness Evaluations, a photograph of the officer, and any statement the officer may submit. Promotions are done on a best qualified basis. Officers selected for promotion are assigned a sequence number and their names are placed on a promotion list from which promotions are made.

6. Training Guidance. Training guidance follows one chain of command and is programmed far in advance. The training events that both active and reserve USMC units must perform are the same, only the time frame allotted for the USMCR to complete these events is different. Like the active Marine Corps unit, the USMCR units receives training guidance and direction from Headquarters, USMC in the form of training orders and training bulletins. Training orders are training regulations that establish priorities and requirements. For example, a training order would govern the frequency of individual and crew served weapons qualification. Training bulletins are used as a means of communicating how training orders will be executed. A training bulletin might be a published list of what units have priority for use of major training areas during certain time periods. In addition to these training orders and training bulletins, Headquarters, USMC publishes a schedule of upcoming major events and exercises. These orders, bulletins, and this schedule of events for the USMCR are then sent to the 4th Marine Division and 4th Marine Aircraft Wing. Based on these documents, these headquarters develop a 5-year training plan for their subordinate units. The 5-year training plan is a living document, updated yearly, which programs major exercises and recurring events as far out as known. This plan includes the scheduling of major joint exercises, when a unit will be administered the Marine Corps Combat Readiness Evaluation (MCCRE) (comparable to the Army ARTEP), and when the unit will undergo a Mobilization Operational Readiness Deployment Test (MORDT). The 4th Marine Division and 4th Marine Aircraft Wing send the 5-year training plan to their subordinate units, who then use this as a basis for developing yearly training plans.

7. Unit Training. Units in the USMCR train both collective and individual tasks during IDT. Most training is done at the RC center. Only limited collective training is accomplished on IDT and that generally occurs in local or major training areas. USMCR units experience the same obstacles with time and distance factors with regard to their ability to conduct collective training during IDT as US Army Reserve Component units.

8. Individual Training. Most individual training in USMCR units is conducted at the IDT site and consists of Managed On the Job Training (MOJT), MOS sustainment training, and basic combat skills. In addition to this training, unit members may request attendance at professional development courses at Active Marine Corps Schools. Members of USMCR units who are able to attend one of these courses must attend the full Active Component course. There is no equivalent of the RF schools/ARNG academies system for offering tailored instruction to reserve marines. If the Active Component course is over two weeks in duration, marines who are unit members attending these courses do so in lieu of attendance at AT with their unit. Attendance is dependent upon the time, funds, and school quotas available.

9. Full-Time Support. The Selected Marine Corps Reserve unit member is well supported by full-time personnel. Active duty support numbered 5,350 at the end of FY 87. These active duty marines are called Inspector-Instructors (I-Is) and Active Duty Support Personnel (ADSP).

a. The I-Is are active component personnel who are detailed to support ground units. An I-I staff (the size of the staff is dependent on the size of the unit they support) is assigned to support each USMCR ground unit. The responsibilities of these I-Is is to develop the unit training program, schedule training for the unit, evaluate the unit, and do all the between drill administration for the unit, thereby generally making it possible for the reserve unit to concentrate on training.

b. Active Marine Corps personnel, who assist Marine Aircraft Wing units, are called Active Duty Support Personnel and have the same responsibilities as I-Is. The only difference between the two is that ADSP, unlike the I-Is, are actually part of the unit.

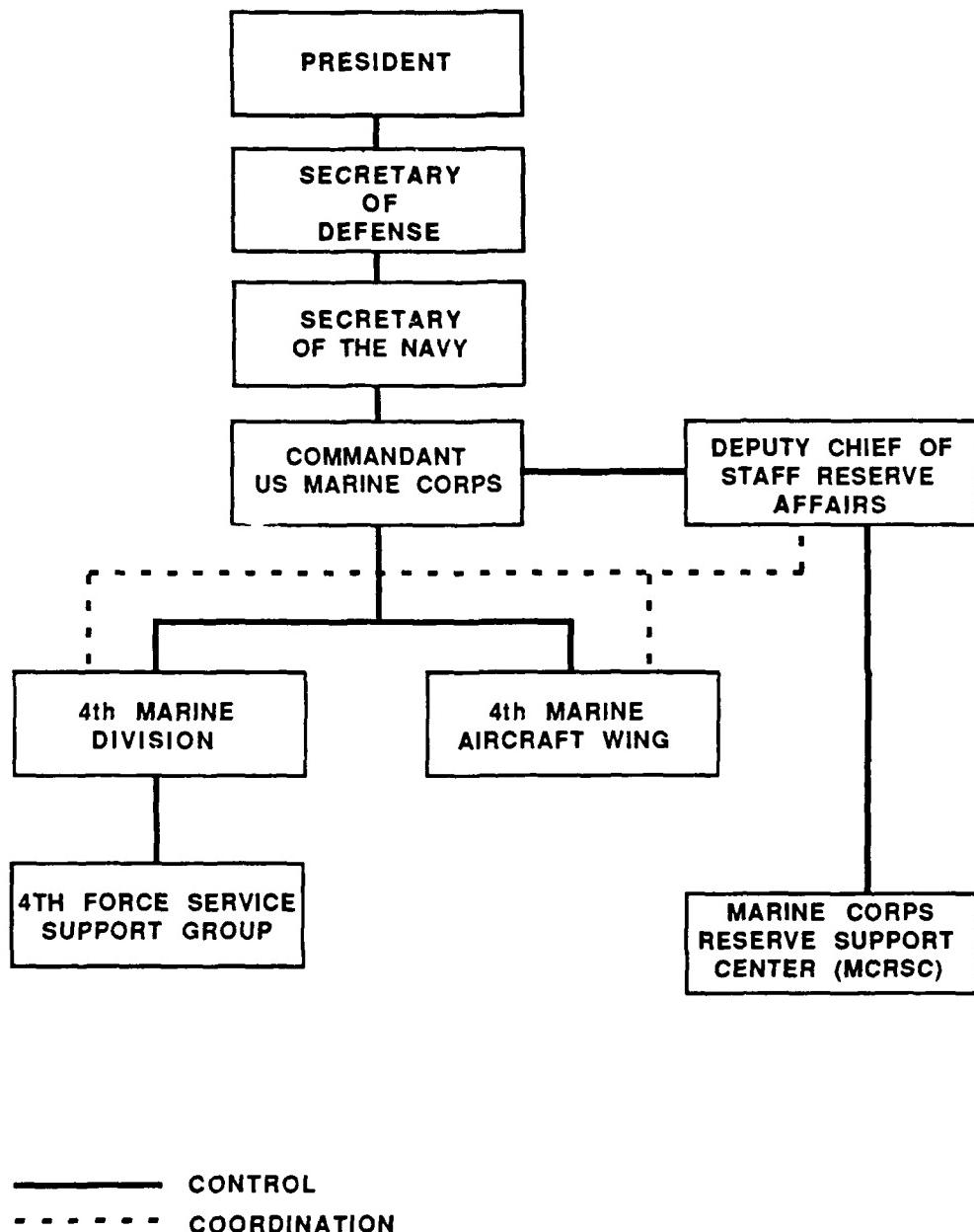
c. The SMCR is further assisted by 1,744 Full-Time Support (FTS) Marines (like the US Army's Active Guard Reserve program) who fill staff requirements. (As of 30 September 1987).

#### 10. Mobilization.

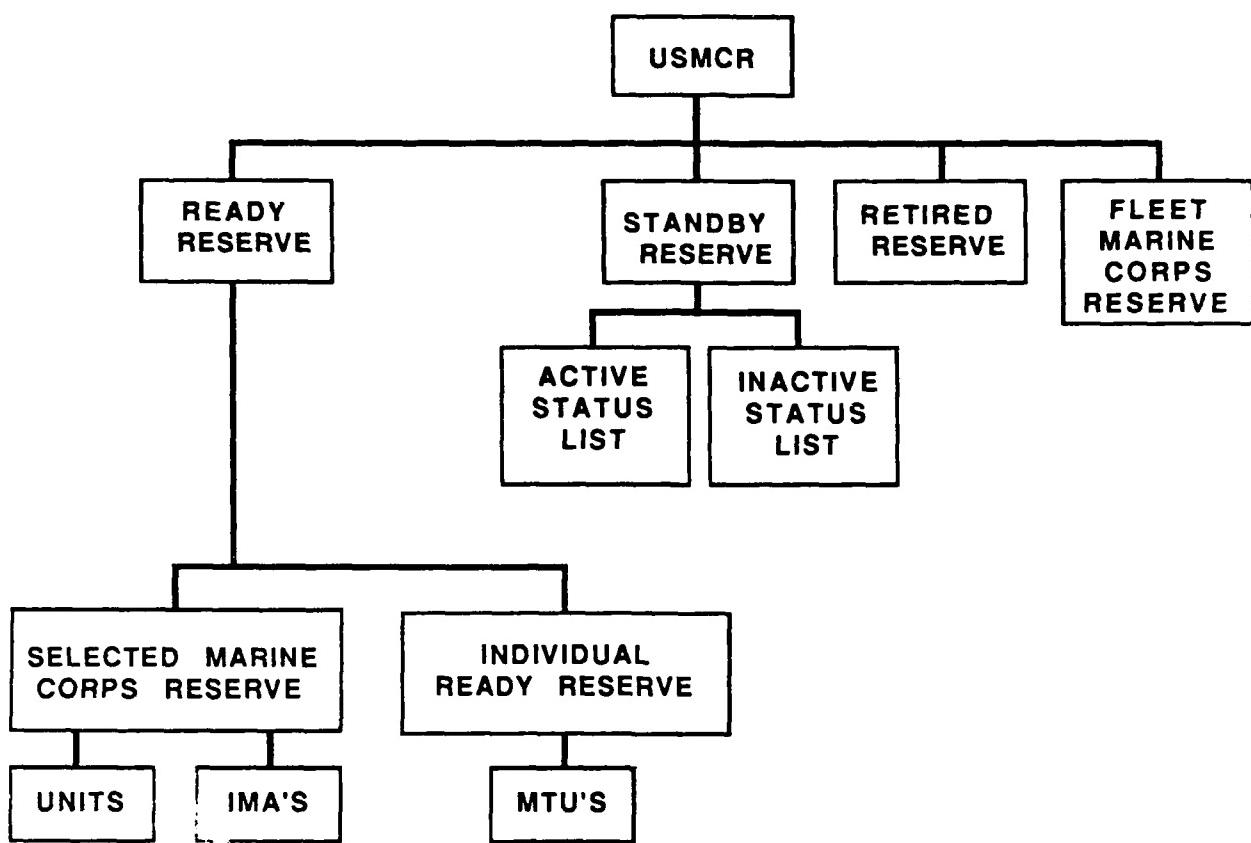
a. Upon mobilization, USMCR units may either be detached from the 4th Marine Division or 4th Marine Aircraft Wing and then augment, or reinforce, Active Component units, or stay with these headquarters and the Division and Wing as these are deployed as an entire unit. When units are detached from the 4th Marine Division and 4th Marine Aircraft Wing and go to the active force, these remaining headquarters, along with those remaining units, become the structure for a new division or wing to be filled by members of the IRR.

b. The readiness of these units to execute these mobilization missions is tested using the Mobilization Operational Readiness Deployment Test (MORDT). There are two types of MORDT--MORDT-Go and MORDT-Stay. On a MORDT-Go, units load unit equipment and personnel, and are transported to a pre-selected training site to simulate mobilization movement and to train. MORDT-Stay exercises involve muster of personnel, equipment inspection, and conduct of training at the training center/squadron site; this exercise does not involve unit movement. Units undergo one type of these exercises once every five years.

## CHAIN OF COMMAND FOR THE USMCR



## STRUCTURE OF THE USMCR



## UNITED STATES MARINE CORPS RESERVE TOTAL FORCE CONTRIBUTIONS

CIVIL AFFAIRS GROUP

100%

LIGHT ATTACK AIRCRAFT

28%

OBSERVATION AIRCRAFT

29%

BULK FUEL COMPANIES

25%

FORCE RECONNAISSANCE COMPANIES

50%

BEACH & PORT COMPANIES

40%

HEAVY ARTILLERY BATTERIES

33%

TANK BATTALIONS

40%

HELOS

18%

FAAD

25%

FIGHTER AIRCRAFT

15%

LAAM

25%

AERIAL REFUELING (KC-130)

29%

RC TRAINING IN THE UNITED STATES NAVY

1. History. The US Navy traces its origins to the Constitution which contained provisions for the establishment of a Navy. In 1798 Navy Regulations provided for the establishment of a Department of the Navy, with a Secretary of the Navy at its head. Although President Thomas Jefferson advocated a Naval Militia in 1805, it was not until the civil war that the Volunteer Navy of the United States was created to provide officers to meet the increased needs of the Navy, and then disbanded after the war. The Naval Militia, dated from 1888 when Massachusetts organized a naval battalion as part of its militia. In 1891, the Office of Naval Militia was established, and by 1897, sixteen states' naval militia were established, which provided 4,216 men for the Spanish-American War. In 1914, the Division of Naval Affairs took over the work of the Office of Naval Militia. The Naval Reserve was established by congress on March 3, 1915. During WWI, 30,000 officers and 300,000 enlisted persons served on active duty, and during WWII, 4 out of 5 persons serving in the Navy were reservists. After WWII, 130,000 reservists remained in the reserve after discharge, and provided 3 of 4 Naval Reserve aviators flying in Korea. In 1967 during the Vietnam conflict, nearly 1 in 7 Navy personnel on active duty was a reservist. The Navy reserve is a wholly federal force and is governed by the law in Section Title 10, U.S. Code. Although several states still have a naval militia, these are state forces that receive no support from the federal government.

2. Authority: The chain of command for the U.S. Naval Reserve passes from the President through the Secretary of Defense and Secretary of the Navy, Chief of Naval Operations to the Vice Chief of Naval Operations (Annex A). The responsibility for the reserves then splits into separate lines, one for the Naval Selected Reserve (also called the Naval Reserve Forces) and one for the Pretrained Individual Manpower (PIM). The Naval Selected Reserve consists of the Surface Naval Reserve Force, the Naval Air Reserve Force, and the Surface Support Force (in other words, the units of the Naval Reserve). The PIM consists of the Individual Ready Reserve, Standby Reserve, and Retired Reserve. The Naval Selected Reserve is under the Commander, Naval Reserve Force, who is also a member of the VCNO's staff and in this position fulfills the position of Director of Naval Reserve. As the Commander, Naval Reserve Force he has the Commander, Naval Surface Reserve Force and Commander, Naval Air Reserve Forces subordinate to him. The Naval Surface Reserve Force and the Surface Support Force are under the Commander, Naval Surface Reserve Force and the Naval Air Reserve Force is under the Commander, Naval Air Reserve Forces. The Commander, Naval Air Reserve Forces also commands all reserve intelligence units. The Pretrained Individual Manpower is under the Deputy Chief of Staff of Naval Operations for Manpower, Personnel and Training.

3. Organization. All personnel in the Navy Reserve are in one of the Ready Reserve, the Standby Reserve, or the Retired Reserve.

a. The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress or when otherwise authorized by law. The Ready Reserve has two categories of reservists, those on active duty and those in an inactive status.

(1) Active duty Ready Reservists are in two categories. The first is those reservists who are on active duty with the regular active component Navy. These include Initial Active Duty (reserve Commission) and Active Mariners (3 yr active, 2 yr selected reserve), and a few recall officers. The other category is those assigned to the Training and Administration of the Reserve (TAR) program, including canvasser recruiters. These personnel may serve on active duty continuously until retirement. They experience the same Navy PCS moves and perform the same training tasks as their regular Navy counterparts.

(2) The Inactive Duty Ready Reserve includes two categories: Navy Selected Reserve (NSR) and Individual Ready Reserve (IRR).

(a) The NSR consists primarily of units and organizations which train individuals in time of peace for immediate mobilization. The Selected Reserve Force structure is divided into two distinct organizations, surface and air, which train in 2970 units in 250 locations over the 50 states, Washington, D.C., Puerto Rico, and 9 overseas sites. Members of the Selected Reserve train on a regular basis. The selected reservist must attend a minimum of 48 Unit Training Assemblies (UTAs) and 14 days of annual training duty (ATD) a year. If a reservist misses over 6 UTAs in a year and is an obligated member, he will usually be involuntarily activated for up to a 2-year period of active duty. All NSR members attend both IDT and ATD in a paid status. Members of the NSR receive 1 day's base pay and any special pay to which they may be entitled and one retirement point for each UTA performed, and one day's full pay and allowances and one retirement point for each active duty day performed. The Selected Reserve currently represents 20 percent of the Total Navy Force.

(b) The Individual Ready Reserve (IRR) is a pool of personnel that provides trained individuals to both active Navy and Navy Reserve units upon mobilization. It represents the Navy's earliest source of Pretrained Individual Manpower after mobilization. Members of the IRR, with few exceptions, have no training requirements. Two of the primary exceptions are those IRR members who are assigned in an overstrength status to a selected reserve unit and those who are members of Voluntary Training Units (VTU). Those assigned to a unit in an overstrength status are required to perform IDT and ATD with their NSR unit. These IRR members do not get paid for IDT at all and only every other year for ATD. They are, however, awarded retirement points. Members of VTUs also perform IDT and ATD, always in a nonpaid status, for which they only receive retirement points. Members of the IRR may not attend any schools except on a 2-week Active Duty for Training tour. These IRR members are paid while attending school. Most other IRR members have to obtain retirement points through completion of correspondence courses. The IRR member who is not with an NSR or VTU has no opportunity for any type of IDT training. Only about 20 percent of the IRR acquire enough points per year for that year to be counted toward retirement. Enlisted IRR members are not eligible for promotion.

b. The Standby Reserve consists of those nonobligated members of the USNR, other than those members in the Ready Reserve or Retired Reserve, who are liable by contract for active duty only in time of war or national emergency declared by Congress or when otherwise authorized by law. There are two categories of Standby Reserve, Active and Inactive.

(1) The Active Standby Reserve is composed of those reservists who make application to participate voluntarily in reserve training and earn retirement points in a nonpay status, through correspondence courses. They are eligible for promotion, and are usually key federal employees such as air traffic controllers.

(2) The Inactive Standby Reserve is composed of reservists who are not required by law or regulation to remain members of an active program and are ineligible to participate in training or to be promoted. In the USNR, this category generally consists of those personnel awaiting discharge.

c. The Retired Reserve consists of two categories, the Retired Reserve and the Fleet Reserve.

(1) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retired pay at age 60, but are not yet receiving it. They are subject to be recalled to active duty in time of war or national emergency declared by Congress, or when otherwise authorized by law.

(2) The Fleet Reserve consists of those enlisted members of the Regular Navy or Naval Reserve who have completed 20 or more years of active service, but less than 30 years of total service, and are receiving retainer pay (like retired pay). They not only may be recalled to active duty like the retired reserve in time of war or national emergency, but also may be required during peacetime to perform up to 2 months of active duty in each 4-year period.

4. Function. The mission of the Navy Reserve is to provide trained units and qualified individuals to be available for active duty in time of war or national emergency, and at such other times as the national security may require, or when authorized by law to achieve the planned mobilization. It is the initial and primary augmentation of the Active Component (AC). As of 31 Mar 86, the Navy had 572,791 on active duty (both Regular and Active Duty Ready Reserve), and 221,347 in the Inactive Duty Ready Reserve and Standby Reserve.

a. The Naval Selected Reserve (NSR) is operationally structured to provide a significant increase in the Navy's combat capability upon mobilization. Selected Reserve units are structured in commissioned units, reinforcing units, and sustaining units; these types of units are found in the Surface Naval Reserve Force, the Naval Air Reserve, and the Surface Support Force.

(1) Commissioned Units are those units with organic equipment able to deliver a complete operational entity (like an aircraft squadron, entire ship, or cargo handling battalion) to the fleet upon mobilization. All commissioned units are authorized an additional 12 UTAs annually. Additionally, all ship units (3 percent of Naval Reserve Force) are authorized an additional 30 UTAs for preunderway preparation, sea detail, transit, and at sea training. Naval Air Reserve Flight crews receive anywhere from 24 to 72 additional flight training periods, and ground crews an additional 12 UTAs annually.

(2) Reinforcing units are individual units that are permanently associated with a larger Active Component organization, and which augment active Navy commissioned units and operational staffs (and some Marine Corps combat commands) with trained personnel upon mobilization. These personnel would join their AC organization to provide the capability for combat forces to operate at a wartime level of readiness for an indefinite period of time.

(3) Sustaining units are like reinforcing units in that they augment fleet and service support activities with the trained personnel necessary to provide a surge capability in order to sustain the high levels of activity required to support the deployed forces adequately. The difference is that only combat service support units are placed in this category, and reinforcing and sustaining units get no additional UTAs per year for training.

b. The USNR provides 51 ships of the 579 ship Navy, plus 18 Minesweeper Hunters and 4 salvage ships. Additionally, USNR personnel upon mobilization will partially man 126 Military Sealift Command Ships. The NSR also man two Reserve Carrier Air Wings.

5. The Enlisted System. Sailors enter the Inactive Duty Ready Reserve of the USNR in two ways. They either enlist directly for the NSR (they may not enlist for the IRR) or enter as a service member finishing their active duty tour and fulfilling the balance of their service obligation. All accessions incur an 8-year Military Service Obligation. Recruiting is done by selected reservists on full-time active duty. Enlistees may enlist either to serve 6 years in the Selected Reserve and 2 years in the IRR or 3 years active duty, 3 years in the Selected Reserve, and 2 years in the IRR. Upon completing his initial 8-year obligation, a reservist may assume a further contractual obligation by either extending his current enlistment contract for from 2 to 4 years, or by reenlisting for 2 to 6 years.

a. Those sailors who enlist directly for the Inactive Duty Ready Reserve must undergo basic training and Naval Enlisted Code (NEC) training (like the Army military occupational specialty (MOS) training). These sailors may complete Navy basic training (7 weeks) and then go directly to NEC training at a Navy school. Sailors who have enlisted under the Sea and Air Mariner program may split their basic training and NEC training in a fashion similar to the US Army split option program. All basic training and NEC training for award of the initial NEC must be

conducted at an AC school. Those USNR members who have not received 12 weeks of military training are not mobilization assets and are assigned to a school account rather than to a unit. Thus although they are "Selected Reserve," they are in the IRR, thus resulting in no person in NSR units being non-deployable because of training. The majority of USNR enlisted accessions, however, are coming into the USNR from active duty to complete their 8-year obligation. Like the Army, Navy career counselors attempt to get these sailors to join Navy Reserve units.

b. Those sailors coming from active duty and joining USNR units who do not possess the NEC required for that unit may be retrained into a new NEC. As with initial award of NEC, these NECs must also be obtained through attendance at an AC school only. This training is the regular active component course and has not been tailored for the RC.

c. Promotions in the USNR are on a totally centralized basis administered by the Naval Reserve Personnel Center. To grade E3, promotions are automatic on a fully qualified basis. Beginning to grade E4, promotions are done by a centralized promotion board process based on a best qualified system. Selection for promotion is based on a point system. Points are awarded for enlisted evaluation reports, results of NEC evaluation (like Army SQT), time in grade, and time in service. Selection for promotion is not tied to the completion of any professional development schooling. In fact, there is only one professional development school, a 2-week Leadership Management Education Training Course for E6s and E7s. NCOs who attend this course must do so in residence. Actual promotion is based on position vacancy. Those selected for promotions are placed on a list by NEC and as positions become available, they are promoted. The Navy Reserve has an up or out promotion policy for its enlisted members. Only selected reservists are eligible for promotion.

6. Officer System. About 95 percent of USNR officer accessions come from officers in the Active Navy who are finishing their initial Military Service Obligation or those who have completed their MSO on active duty and volunteer for the Naval Reserve. These officers have a minimum of 4 years active Navy experience.

a. The remaining 5 percent of direct accessions are mostly civil engineers, doctors, supply officers, and a few officers of the line. Except for line officers who are products of OCS, the rest are direct commissioned and attend a 2-week orientation course. Officers may not be accessed directly from Naval ROTC into the Reserve Component. Those who wish to enter the Reserve Component without performing a full active duty tour must enlist for OCS and the Reserve Component. These personnel do not attend basic training or NEC training, but go directly to OCS. Upon completion of the 4-month OCS course and commissioning, all line officers attend some form of professional schooling. For example, surface line officers attend the Surface Warfare School for 6 months, then have a 1-year tour of sea duty before returning to the NSR. Air officers attend 1 year of Flight Navigators School or 1-1/2 years of Flight Pilot School, and 6 months Fleet Replacement Squadron School for weapons before returning to the NSR. Thus, all NSR line officers, with the exception of flight direct accession officers, have some active duty troop experience.

b. After specialty training, there are a number of branch specific schools officers may attend. However, the first school after initial specialty training that all officers may attend, and which begins the Navy officer professional development schooling program, is the Navy War College Junior Course for Lieutenant Commanders. The two options for completion of this course are attendance at the full residence course or through correspondence. The next course, for Commanders and Captains, is the Naval War College Senior Course. The same options for completion of this course are available to the reserve officer. These courses, however, are not required for promotion, so most USNR officers who take these courses are in the IRR or Standby Reserve and do so for the accumulation of retirement points.

c. Beginning with promotion to LT J.G., promotions are done by a centrally convened board. Promotions are on a best qualified basis based on a review of the officer's personnel file, and his fitness report file. The names of those selected for promotion are placed on a sequenced, numbered promotion list from which promotions are made. As with the Army Reserve, there is an up or out promotion policy for the USNR.

7. Training Guidance. Training guidance for all units in the Selected Reserves comes from the Commander, Naval Reserve Force. The training guidance is very broad in nature and does not specify to the unit exactly how or what mission to perform. An example of the guidance might be that the Commander, Naval Reserve wants every ship and aircraft squadron to attain a C-2 rating over the next year. This broad guidance is sent to the Commander, Naval Surface Reserve Force and Commander, Naval Air Reserve Force who clarifies this guidance, but still does not tell the unit exactly what they must do to fulfill the Commander, Naval Reserve Force goals. It is at the squadron level/ship commander level that this is translated into training events, both individual and collective, to accomplish the Commander, Naval Reserve Force goals. To do this, the commander uses two primary documents, a readiness manual for his particular type ship/aircraft and the R-TRAC. The readiness manual ties the completion of specific collective and individual training events to readiness levels. The R-TRAC is a manual by grade and NEC that tells the commander what individual task each sailor must be able to perform to be considered qualified. Additionally, the squadron/ship commander is given a list of training exercises that he will participate in over the year. Using these three inputs, the squadron/ship commander develops his training plan.

8. Unit Training. Training in units is very heavily weighted toward the training of individual skills. During IDT, the focus of training for commissioned units is mostly individual training. Commissioned units will do limited collective training during IDT, usually only twice a year. Annual training is the time commissioned units focus primarily on collective training. As a commissioned unit is a separate entity (they have full equipment and personnel structure), during annual training the unit deploys and joins the active force in an exercise (e.g., an entire ship and its crew join an active carrier group in an exercise). Reinforcing and sustaining units do only individual training during IDT. During Annual Training Duty, they integrate into the unit they would join in wartime and train as part of that unit in whatever training the

sponsor unit is conducting, such as fleet exercises. Reinforcing and sustaining units do not receive evaluations, while commissioned units are evaluated once every three years.

9. Individual Training. The major effort in individual training is directed toward meeting the NEC requirements and any particular qualification standards for an individual duty position as specified in the R-TRAC. This is accomplished differently for commissioned units and reinforcing and sustaining units. As commissioned units have equipment, their training is primarily hands-on instruction done on their ship, aircraft, etc. Reinforcing and sustaining units do not have equipment so their instruction is done by classes conducted by unit members, Mobile Training Teams, or going to a nearby Active Component school to receive this instruction. Individual sailors for all type units are administered a proficiency test for their particular NEC during Annual Training Duty. The only other individual training opportunities, besides correspondence courses, for the unit member is to volunteer for attendance at an Active Component school in the resident course. The Navy is beginning to shorten resident courses (to date, they have completed two) to meet Reserve Component training needs.

10. Full Time Support. The USNR has four sources of full time support - the Active Navy, Training and Administration of Reserves (TAR's), other selected naval reservists on active duty, and civilian employees.

a. Personnel from the active Navy are assigned to commissioned units of the Naval Selected Reserve. They are part of the unit and perform a myriad of functions (e.g., maintenance of a ship between unit IDT periods).

b. The TARs perform administrative and training management functions for all type USNR units. At least one TAR is assigned to each unit of the Naval Selected Reserve.

c. Selected naval reservists on active duty are in two categories - Recalled Selected Reservists and Temporary Active (TEMACs).

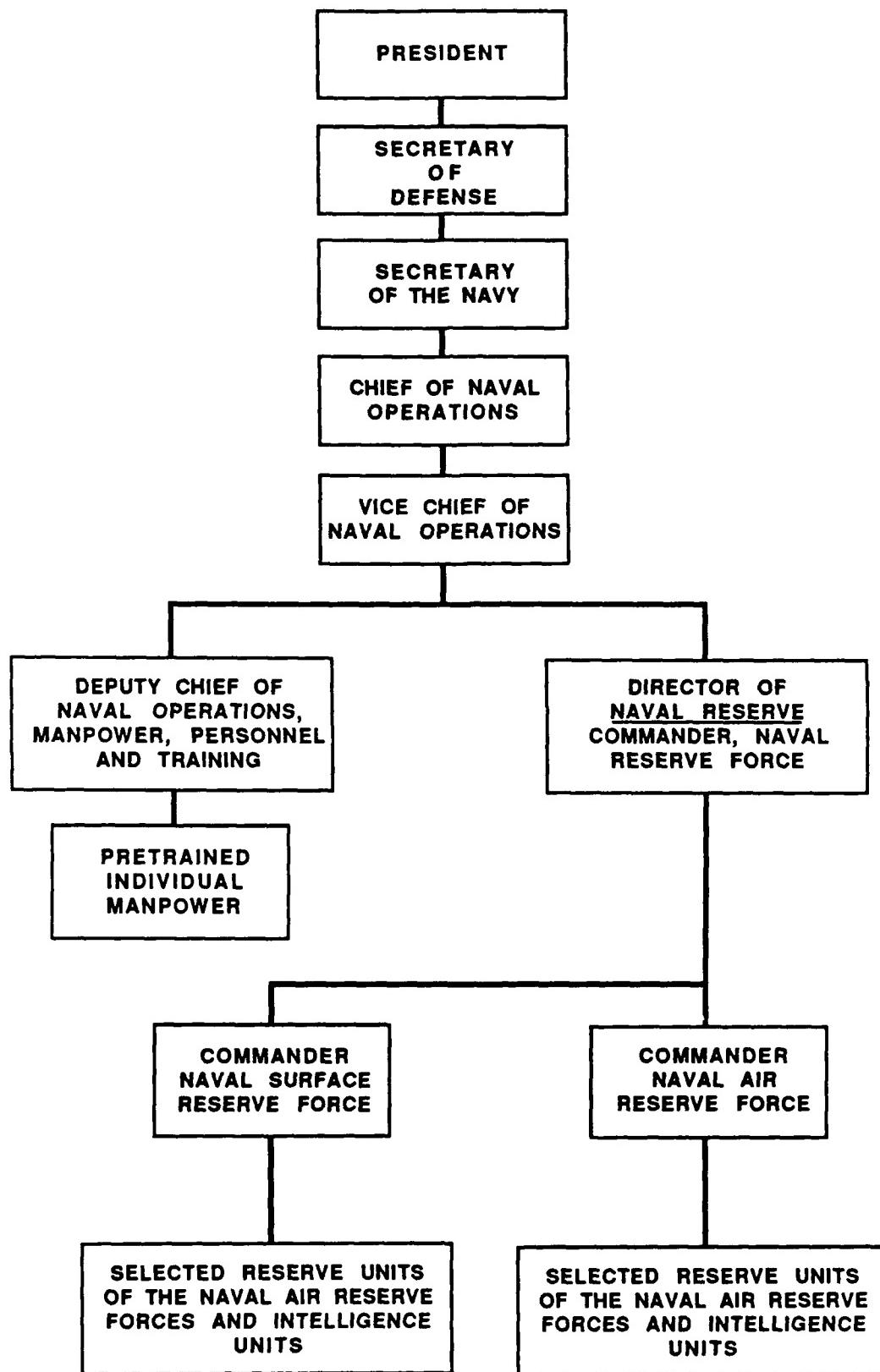
(1) Recalled Selected Reservists are assigned to headquarters staffs and are on active duty for up to 4 years (like the Army AGR program).

(2) TEMACs are enlisted personnel on duty for 179 days to perform recruiting duty. They may be extended for successive 179-day tours depending upon performance.

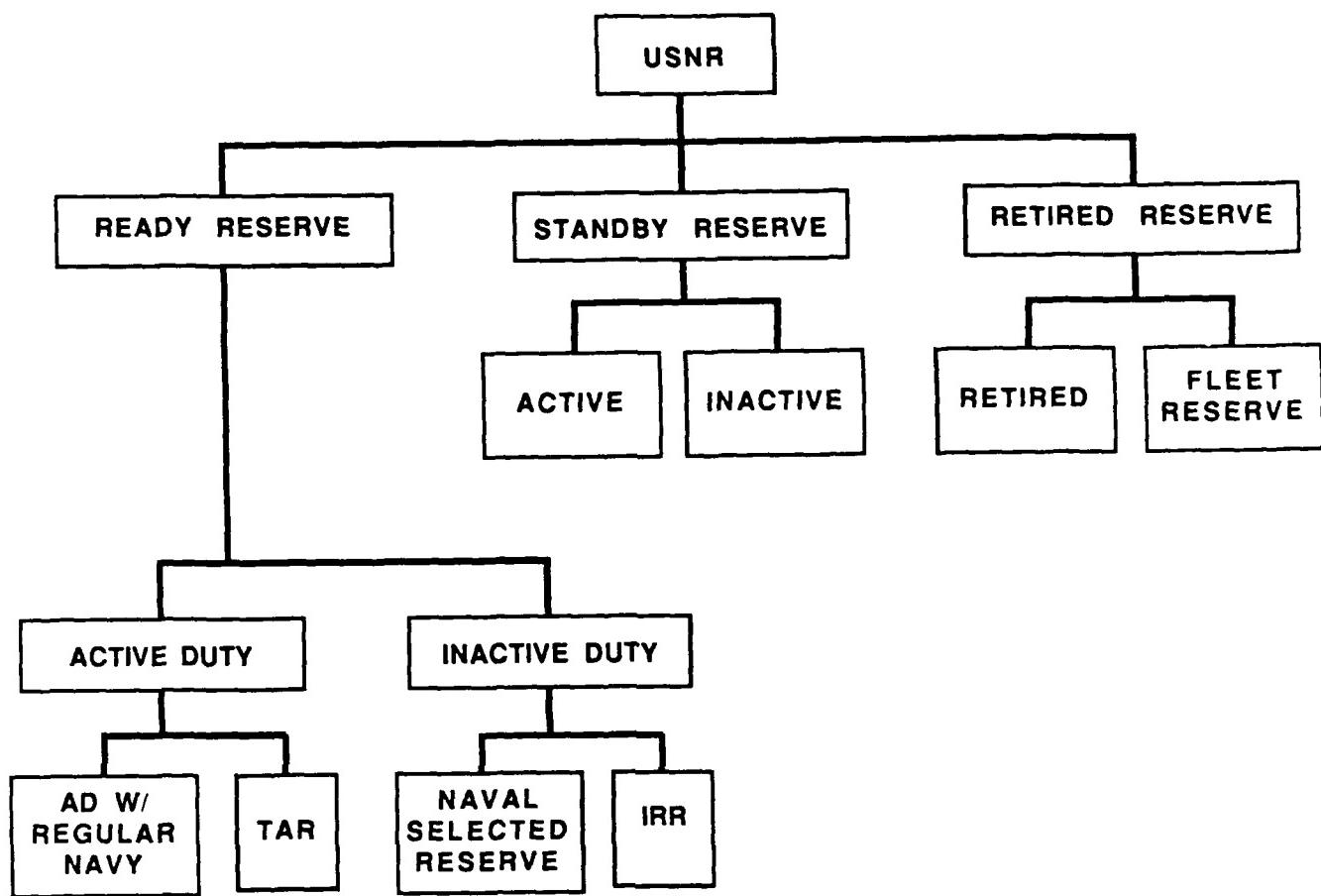
d. Civil Service employees are assigned at all levels supporting the USNR, performing functions from management to clerical duties.

11. Mobilization. The Naval Selected Ready Reserve are on a very short (2 to 5 days) mobilization window. Units must conduct at least one annual telephone Recall Test to check the validity of their mobilization systems. The Commander of Naval Reserve issues a periodic no notice recall mobilization procedure drill at least annually for each unit. Annually, some selected units will be involved in a Joint Service Mobilization Exercise.

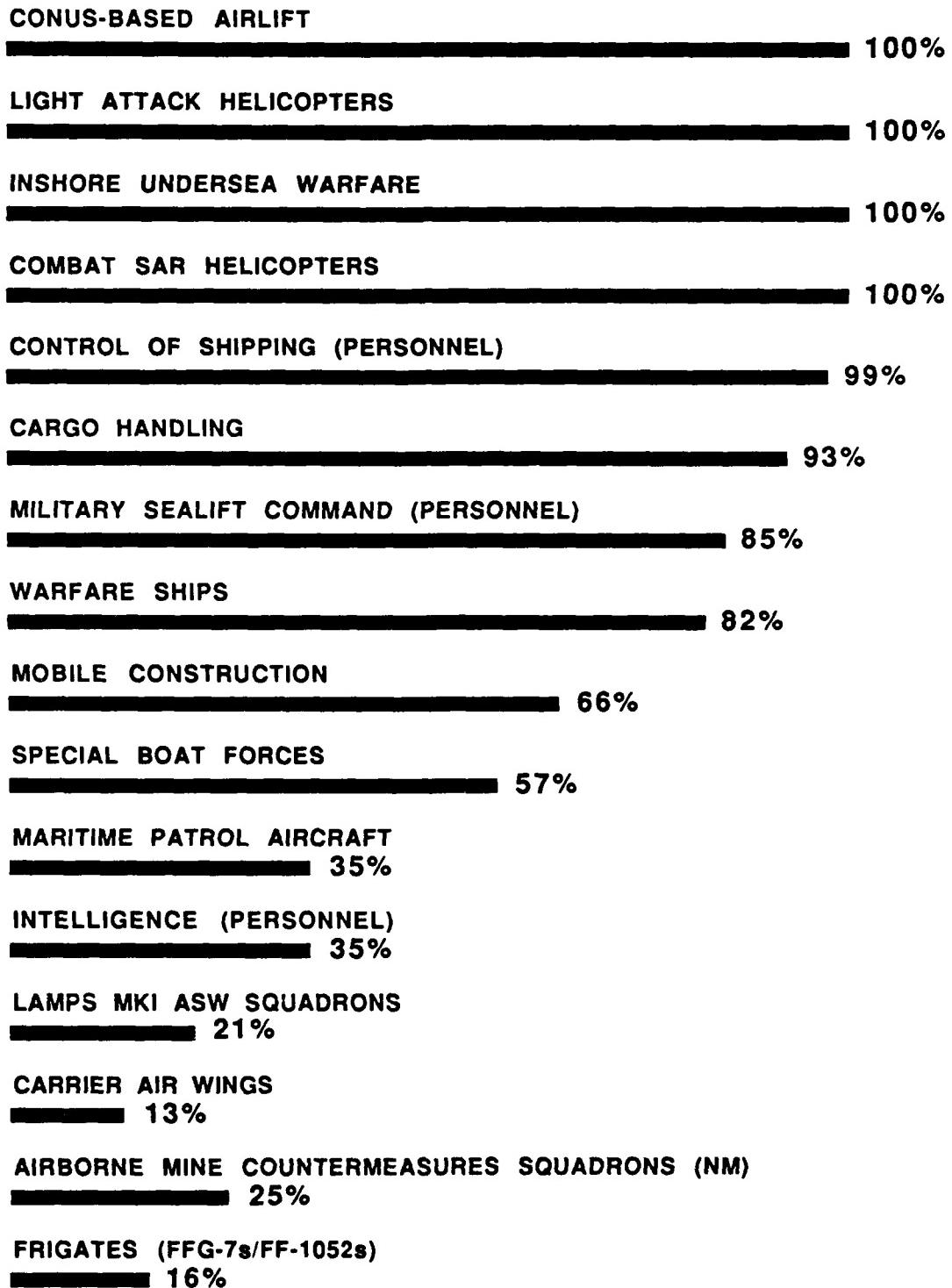
## CHAIN OF COMMAND FOR THE USNR



## STRUCTURE OF THE USNR



## RESERVE TOTAL FORCE CONTRIBUTIONS



SECTION III.  
BIBLIOGRAPHY

BOOKS

Bennie J. Wilson III (ed), The Guard and Reserve in the Total Force (The First Decade (1973-1983)), 1985, National Defense University Press.

TITLE CODES OF THE UNITED STATES

United States Code, Title 10 -"Armed Forces and Appendix."

United States Code, Title 32 -"National Guard."

ARMY REGULATIONS

AR 1-27 W/C 4, 4 Nov 86, Reduction of Administrative Workload for the Unit Commander Program.

AR 10-5, 1 Dec 80, Department of the Army.

AR 10-21, 15 Apr 81, Army National Guard Operating Activity Center.

AR 10-27, 1 May 84, United States Army Reserve Personnel Center.

AR 10-41, 1 Feb 82, United States Army Training and Doctrine Command.

AR 10-42, 15 Mar 84, United States Army Forces Command.

AR 10-49, 15 Sep 80, United States Army Western Command.

AR 10-79, 20 Jun 85, Army National Guard Recruiting and Retention Management Center.

AR 10-80, 15 Jan 81, Army National Guard Personnel Center.

AR 10-81, 15 Jan 81, Army National Guard Financial Services Center.

AR 10-82, 15 Jan 81, Army National Guard Computer Center.

AR 11-29, 1 Nov 80, Affiliation Program.

AR 11-30, 1 Sep 85, The Army CAPSTONE Program.

AR 37-104-10, 1 Feb 85, Military Pay and Allowance Procedures for Inactive Duty Training, JUMPS-RC.

AR 70-1 W/C 1, 12 Nov 86, Systems Acquisition Policy and Procedures.

AR 71-9, 20 Feb 87, Material Objectives and Requirements.

AR 71-11, 1 Nov 82, Total Army Analysis (TAA).

AR 130-5, 8 Dec 77, Organization and Function of the National Guard Bureau.

- AR 130-400, 5 Jan 77, Logistical Policies for Support.
- AR 135-2, 7 May 86, Full Time Support Program.
- AR 135-5, 1 Oct 83, Army Reserve Forces Policy Committee.
- AR 135-7 W/C 11, 27 Feb 88, Incentive Programs, Reserve Components Personnel Update, Issue 20.
- AR 135-9, 18 Aug 76, Participation in State Reserve Forces Facilities Boards.
- AR 135-11, 15 Jul 84, The Reserve Component Foreign Area Officer Specialty.
- AR 135-18 W/C 1, 27 Feb 88, The Active Guard/Reserve (AGR) Program.
- AR 135-32, 16 Feb 85, Retention on Active Status After Qualification for Retired Pay.
- AR 135-51, 31 Dec 84, Criminal Investigation Units Accreditation, Training, and Mobilization Criteria.
- AR 135-91 W/C 12, 24 Aug 87, Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures, Reserve Components Personnel Update, Issue 19.
- AR 135-100 W/C 12, 27 Feb 88, Appointment of Commissioned and Warrant Officers of the Army, Reserve Components Personnel Update, Issue 20.
- AR 135-101 W/C 9, 1 Apr 85, Appointment of Reserve Commissioned Officers for Assignment to Army Medical Department Branches.
- AR 135-133 W/C 6, 24 Aug 87, Ready Reserve Screening, Qualification Records System, and Change of Address Reports, Reserve Components Personnel Update, Issue 19.
- AR 135-155 W/C 14, 27 Feb 88, Promotion of Commissioned Officers and Warrant Officers Other Than General Officers, Reserve Components Personnel Update, Issue 20.
- AR 135-156, 15 Dec 79, General Officer Assignments, Promotions, Retention In and Removal From Active Status.
- AR 135-175 W/C 19, 15 May 87, Separation of Officers, Reserve Components Personnel Update, Issue 19.
- AR 135-178 W/C 11, 15 May 87, Separation of Enlisted Personnel, Reserve Components Personnel Update, Issue 19.
- AR 135-180 W/C 12, 22 Aug 87, Qualifying Service for Retired Pay Nonregular Service, Reserve Components Personnel Update, Issue 19.

AR 135-200 W/C 6, 1 Jul 87, Active Duty for Training, Annual Training, and Full-time Training Duty of Individual Members, Reserve Components Personnel Update, Issue 19.

AR 135-205 W/C 15, 27 Feb 88, Enlisted Personnel Management, Reserve Components Personnel Update, Issue 20.

AR 135-210 W/C 11, 15 May 87, Order to Active Duty as Individuals During Peacetime, Reserve Components Personnel Update, Issue 19.

AR 135-316 W/C 1, 1 Apr 79, Judge Advocate Training.

AR 135-318, 15 Dec 80, Reserve Components Chaplains Candidates (Staff Specialist).

AR 140-1 W/C 4, 27 Feb 88, Army Reserve Mission, Organization, and Training, Reserve Components Personnel Update, Issue 20.

AR 140-9 W/C 1, 1 Aug 86, Entry on Active Duty or Active Duty for Training (ROTC Officers).

AR 140-10 W/C 13, 27 Feb 88, Assignments, Attachments, Details, and Transfers, Reserve Components Personnel Update, Issue 20.

AR 140-15, 29 Aug 85, Maintenance of Equipment.

AR 140-50 W/C 7, 27 Feb 88, Officer Candidate Schools, Reserve Components Personnel Update, Issue 20.

AR 140-108, 5 Jul 74, Civil Affairs Branch.

AR 140-111 W/C 14, 27 Feb 88, U.S. Army Reserve Reenlistment Program, Reserve Components Personnel Update, Issue 20.

AR 140-120 W/C 3, 1 Jul 86, Medical Examinations.

AR 140-125, 18 Sep 85, Marksmanship Training and Competitive Program.

AR 140-145 W/C 1, 1 Jun 85, Individual Mobilization Augmentation (IMA) Program.

AR 140-158, 1 Mar 88, Enlisted Personnel Classification, Promotion, and Reduction, Reserve Components Personnel Update, Issue 20.

AR 140-185 W/C 12, 15 May 87, Training and Retirement Point Credits and Unit Level Strength Accounting Records, Reserve Components Personnel Update, Issue 19.

AR 140-192, 15 Apr 80, Organization, Training Assignment, and Retention Criteria for MI, EW, and Signal Security Units.

AR 140-241 W/C 4, 24 Aug 87, Personnel Records, Reserve Components Personnel Update, Issue 19.

- AR 140-315, 5 Jul 85, Employment and Utilization of U.S. Army Reserve Military Technicians.
- AR 140-478, 15 Apr 82, Facilities, Projects, and Programs.
- AR 140-480, 15 Oct 81, U.S. Army Reserve Facilities Assets Catalog and Tracking System.
- AR 140-485, 26 Mar 86, Space Guidelines: U.S. Army Facilities.
- AR 140-488, 24 Mar 86, Licenses to Use U.S. Army Reserve Facilities.
- AR 140-489, 15 Dec 83, U.S. Army Reserve Components Pay and Personnel Match.
- AR 145-1, 21 Jan 87, Senior ROTC Program: Organization Administration and Training.
- AR 145-2 W/C 4, 1 Jun 86, Junior Reserve Officers Training Program.
- AR 220-1, 16 Sep 86, Unit Status Reporting.
- AR 310-2 W/C 9, 1 Sep 85, Identification and Distribution of DA Publications and Issue of Agency and Command Administrative Publications.
- AR 3-0-3 W/C 16, 1 Dec 84, Preparation, Coordination, and Approval of Department of the Army Publications.
- AR 350-2, 15 Jun 83, Opposing Force (OPFOR) Program.
- AR 350-3, 20 Nov 84, Tactical Intelligence Readiness Training (REDTRAIN).
- AR 350-4, 20 Jun 85, Qualification and Familiarization with Weapons and Weapon Systems.
- AR 350-5, 29 Aug 85, U.S. Army Training Board.
- AR 350-7, 8 Feb 73, Training and Evaluation of Forces for Civil Disturbance.
- AR 350-9, 1 Sep 83, Reserve Component Overseas Deployment Training with Active Component Commands.
- AR 350-10, 1 Jul 84, Management of Army Individual Training Requirements and Resources.
- AR 350-15, 30 Dec 85, Army Physical Fitness Program.
- AR 350-35, 15 Jul 84, Army Modernization Training.
- AR 350-38, 15 Oct 84, Training Device Policies and Procedures.
- AR 351-1 W/C 3, 1 Dec 86, Individual Military Education and Training.
- AR 381-21, 10 Jan 86, Department of the Army Reserve Exploitation Program.

AR 500-5, 4 Jun 86, The Army Mobilization and Operations Planning System (AMOPS).

AR 500-10, Oct 78, Allocations of Non-industrial Facilities for Mobilization as of 30 Sep 78.

AR 500-51, 1 Jul 83, Emergency Employment of Army and the Resources Support to Civilian Law Enforcement.

AR 500-70, 1 Oct 82, Military Support of Civil Defense.

AR 600-9, 1 Sep 86, Army Physical Fitness and Weight Control Program.

AR 600-200 W/C 12, 22 Jan 88, Enlisted Personnel Management System, Enlisted Rank Personnel Update, Issue 13.

AR 601-10, 6 Mar 86, Mobilization of Retired Members of the Army.

AR 601-25, 15 Jul 84, Delay in Reporting for and Exemption from Active Duty, Initial Active Duty for Training, and Reserve Forces Duty.

AR 601-50, 8 Jan 86, Appointment of Temporary Officers in the Army of the United States Upon Mobilization.

AR 601-210 W/C 2, 1 Jan 87, Regular Army and Army Reserve Enlistment Program.

AR 601-280 W/C 12, 22 Jan 88, Army Reenlistment Program, Enlisted Ranks Personnel Update, Issue 13.

AR 611-101 W/C 2, 1 Nov 87, Commissioned Officer Classification System, Officer Ranks Personnel Update, Issue 11.

AR 611-112, 1 Oct 87, Manual of Warrant Officer Military Occupational Specialties, Officer Ranks Personnel Update, Issue 11.

AR 614-100 W/C 4, 1 Nov 87, Officer Assignment Policies, Details, and Transfers, Officer Ranks Personnel Update, Issue 11.

AR 614-200 W/C 12, 22 Feb 83, Selection of Enlisted Soldiers for Training and Assignment, Enlisted Ranks Personnel Update, Issue 13.

AR 624-100 W/C 6, 26 Feb 87, Promotion of Officers on Active Duty, Officer Rank Personnel Update, Issue 11.

AR 635-200 W/C 11, 22 Feb 88, Enlisted Personnel Separations, Enlisted Ranks Personnel Update, Issue 13.

AR 680-30, 6 Aug 73, Army Reserve Retirement Point Credit System.

AR 680-52, 15 Feb 81, U.S. Army Reserve Components Personnel Information Reporting System.

AR 680-150, 1 Feb 82, Reserve Component Officers Eligible for Promotion Consideration.

AR 690-11, 1 Aug 84, Mobilization Planning and Management.

DEPARTMENT OF THE ARMY PAMPHLETS

DA PAM 140-1, 1 Oct 78, Army Reserve Mission, Organization, and Training.

DA PAM 350-38, 1 July 87, Standards In Weapons Training.

DA PAM 600-3 W/C 3, 1 Nov 87, Commissioned Officer Professional Development and Utilization, Officer Rank Personnel Update, Issue 11.

DA PAM 600-11 W/C 2, 1 Nov 87, Warrant Officer Professional Development, Officer Rank Personnel Update, Issue 11.

DEPARTMENT OF THE ARMY CIRCULARS

DA CIR 60-84-3, Undtd, Reserve of the Army Medical Osteopathic, Dental, and Veterinary (MODV) Student Commissioning Program (AR) FY'S 84-85.

DA CIR 621-85-1, 1 May 85, Education/Assistance Program for Members of the Selected Reserve.

The Department of the Army Manual, CML 83-2072, Apr 82.

DEPARTMENT OF THE ARMY FIELD MANUALS

FM 25-1, Feb 85, Training.

FM 25-2, Sep 84, Unit Training Management.

FM 25-3, Dec 84, Training in Units.

FM 25-4, Sep 84, How to Conduct Training Exercises.

FM 25-5, Jan 85, Training for Mobilization and War.

FM 25-100, under revision, Training the Force.

DEPARTMENT OF THE ARMY TRAINING CIRCULARS

TC 25-7, Sep 85, How to Develop Training Management Skills in the Unit.

DEPARTMENT OF THE ARMY ACTION PLAN

Action Plan for Reserve Component Training, DAMO-TR, 20 Aug 87.

NATIONAL GUARD REGULATIONS

NGR 10-1, 31 Mar 80, Training Readiness Standards.

NGR 600-200, 14 Nov 86, Enlisted Personnel Management.

NATIONAL GUARD PUBLICATIONS

NG BUREAU OFFICE OF PUBLIC AFFAIRS, Jul 86, A Brief History of the Militia and The National Guard, NGB-DAP-D 86.

NG BUREAU, The Story of the Army National Guard, ARNG-84-106 Jan 85, Government Printing Office: 1986 O-155-729.

#### NATIONAL GUARD LETTERS

Letter, NGB-ARA, Subject: The Army National Guard Plan 1988-2002, 20 Feb 86.

#### AUTOMATED DATA SYSTEMS MANUALS

ADSM 18-P19-GRA-IBM-FD, 1 Mar 83, SIDPERS United States Army Reserve Functional Description.

ADSM 18-P19-GRA-IBM-IP, 30 Aug 84, SIDPERS United States Army Reserve Implementation Procedures.

ADSM 18-P19-GRA-IBM-OM, 1 Dec 85, SIDPERS United States Army Reserve Computer Operations Manual.

ADSM 18-P19-GRA-IBM-PT, 1 Jun 84, SIDPERS United States Army Reserve Test Plan.

ADSM 18-P19-GRA-IBM-RD, 1 Apr 83, SIDPERS United States Army Reserve Data Requirements Documents.

ADSM 18-P19-GRA-IBM-RT, 1 Mar 85, SIDPERS United States Army Reserve Test Analysis Report.

ADSM 18-P19-GRA-IBM-UM, 2 Jun 85, SIDPERS United States Army Reserve User's Manual.

#### FORCES COMMAND

##### FORSCOM REGULATIONS

FORSCOM REG 135-1, 1 May 83, Full Time Unit Support Program.

FORSCOM REG 140-1, 14 Jun 85, Recruiting Partnership Council.

FORSCOM REG 140-2, 28 Feb 86, USAR Aviation Program Data, USAR Aviation Unit Activity Report and USAR Aviation Unit Personnel Information.

FORSCOM REG 140-4, 1 Jan 86, FORSCOM U.S. Army Reserve Retention Program.

FORSCOM REG 140-8 W/C1, 1 Oct 84, Army Reserve Retention Advertising/Awareness.

FORSCOM REG 140-10, 30 Nov 84, USAR Flying Hour Program Worksheet.

FORSCOM REG 350-3, 1 Jan 86, Specialized Training in FORSCOM Active Army and Reserve Component Units.

FORSCOM REG 350-12, 15 Aug 83, Tasking and Support of Active Component Installations and Units.

FORSCOM REG 380-41, 1 Jan 83, COMSEC Readiness in Active and Reserve Component Units.

FORSCOM REG 500-2, 1 Sep 82, FORSCOM/USARRED Mobilization and Deployment Improvement Program.

FORSCOM PAMPHLETS

FORSCOM PAM 135-3, 1 Oct 86, Guide for the Analysis of Training Performance.

FORSCOM LETTERS

Letter, AFOP-E, Subject: Engineer Training Alignment and Evaluation, 18 Jun 86.

Letter, AFOP-FSR, Subject: FY 86 FORSCOM USAR Troop Action Guidance (TAG), 13 Apr 84.

FORSCOM/TRADOC REGULATIONS

FORSCOM/TRADOC REG 135-3, 15 Sep 86, United States Army Reserve Schools.

FORSCOM/TRADOC REG 140-3, 1 Oct 83, USAR Training Divisions, USAR Training Brigades, and USAR Reception Stations Training Policies.

FORSCOM/TRADOC REG 350-10, 10 Mar 80, Initial MOS Qualifications Training in Units; Advanced AIT by OJT.

TRADOC REGULATIONS

TRADOC REG 5-9, 25 Nov 85, Standard Procedures for Real Property Maintenance Activities (PMA) Support to the Reserve Component (FORSCOM REG 5-9).

TRADOC REG 10-5, 28 Jun 85, Headquarters United States Army Training and Doctrine Command.

TRADOC REG 10-41 W/C 1, 1 May 80, Mission Assignments.

TRADOC REG 11-7, 3 Jan 86, Operational Concepts and Army Doctrine.

TRADOC REG 11-14, 15 Oct 85, USAR Energy Conservation Program.

TRADOC REG 135-3, 1 Oct 83, United States Army Reserve Schools (FORSCOM REG 135-3, C 1 AND 2).

TRADOC REG 140-1, 25 Jun 81, Active Guard and Reserve Personnel Utilization and Accountability.

TRADOC REG 140-2, 22 Jun 84, The USAR Liaison NCO Program at Army Training Centers and Schools.

TRADOC REG 145-3, 14 Jul 80, Guaranteed Reserve Forces Duty (RFD) Programs.

TRADOC REG 310-2, 15 Jul 86, Designs, Developments, Preparation, and Management of Army Training and Evaluation Program (ARTEP) Documents.

TRADOC REG 350-7, 1 Apr 85, A Systems Approach to Training.

TRADOC REG 351-1, 16 Jan 84, Training Requirements Analysis System (TRAS).

TRADOC REG 351-6, 1 Dec 82, Support of Training in Units.

TRADOC REG 351-9, 8 Nov 82, Individual and Collective Training Plan for Developing Systems Policy and Procedures.

TRADOC REG 351-10 W/C 1, 2 Jul 84, Guidelines for the Development of Enlisted Training (NCOES/EPMS).

TRADOC REG 672-2, 1 Dec 84, U.S. Army and USAR Drill Sergeants of the Year, Selection, Recognition, and Utilization.

#### TRADOC CIRCULARS

TRADOC CIR 70-83-1, 19 Aug 83, Training Device Development.

TRADOC CIR 350-85-5, 1 Nov 85, TRADOC USAR Schools Affiliation Program.

#### TRADOC/FORSCOM PLANS

Action Plan for Reserve Forces Schools, 7 Aug 85, as revised 16 Sep 87.

#### DARCOM/TRADOC PAMPHLET

DARCOM/TRADOC PAM 70-2, 1984, Material Acquisition Handbook.

#### TRAINING GUIDANCE

##### DEPARTMENT OF THE ARMY

AR 140-1, 26 Sep 86, Mission, Organization, and Training, Reserve Components Personnel Update, Issue 17.

AR 350-1, 1 Aug 81, Army Training.

AR 350-41, 26 Sep 86, Forces Training.

#### NATIONAL GUARD BUREAU

NGR 350-1, 30 Nov 83, Army National Guard Training.

FORCES COMMAND

FORSOM REG 350-1, 1 Sep 82, Training.

FORSOM REG 350-2, 1 Jan 88, Reserve Component (U.S. Army) Training.

FORSOM REG 350-4, 1 Oct 84, Training Under CAPSTONE.

WESTERN COMMAND

WESTCOM REG 350-41, 28 Oct 87, WESTCOM Training Directive.

WESTCOM REG 350-40, 28 May 87, Army National Guard and Army Reserve Training Management and Inactive Duty Training Evaluations.

US ARMY EUROPE

USAREUR REG 350-1, 20 Dec 83, Training.

Letter, Training Smarter with Fewer Dollars, 14 Apr 86.

FIRST US ARMY

1st Army Supplement 1 to FORSCOM Reg 350-2, Reserve Component Training, 1 Jul 86.

Letter, AFKA-CG, Subject: First US Army Command Guidance - TY 88

1st Army CIR 350-87-5, 1 Oct 87, Maneuver Training Command (MTC) Exercise Allocation.

SECOND US ARMY

2nd ARMY REG 350-1, 12 May 85, Training: Individual Training.

2nd ARMY REG 350-22, 26 Feb 86, Training: Reserve Component Unit Training Administration.

2nd ARMY REG 350-25, Undtd, Training: Training Readiness Assessment Criteria (TRAC) (Draft).

2nd ARMY REG 500-3, 9 May 85, Mobilization Planning, Training and Execution Program.

2nd ARMY PAM 135-1, 22 Feb 85, Second US Army Training Sites.

2nd ARMY PAM 350-1, 29 Jun 84, How To Train.

2nd ARMY PAM 350-2, 20 Mar 85, Training Assistance Catalog.

2nd ARMY PAM 350-4, 10 Jan 86, Training: Training Evaluation Program-MOS 76C Equipment Records and Parts Specialist.

2nd ARMY CIR 350-86-8, 8 July 86, Training: Nuclear, Biological, and Chemical Defense Training.

Letter, AFKD-CG, Subject: Second United States Army Training Guidance, 3 Dec 85.

#### FOURTH US ARMY

4th ARMY REG 350-2, 8 Sep 86, Training: Reserve Component Training Management.

Fourth Army COSSTAR Support Manual (Combat Service Support), Ver 2, 22 May 86.

Letter, AFKE-TR, Subject: Five Year Plan, 15 Nov 85.

Letter, AFKE-PR-PM-P, Subject: Command Philosophy, 16 Dec 85.

Letter, AFKE-TR-CT, Subject: Fourth U.S. Army Regulation 350-XX (DRAFT), Training Management, 15 Apr 86.

#### FIFTH US ARMY

Supplement 1 to FORSCOM REG 350-2, 9 Sep 86, Training: Reserve Component (U.S. Army) Training.

5th ARMY PAMPHLET 350-3, 6 Jan 86, Company/Detachment Commanders Handbook for Training.

Letter, AFKB-IG, Subject: Training Evaluation Command Readiness Inspections (CRI), Undtd.

Letter, AFKB-IG, Subject: Guide for Preparing Combat Readiness Inspection Reports IC 87/88, 1 Oct 86.

Memorandum, 10 July 87, FY88 Training Guidance.

Memorandum, 8 Oct 87, Training Under Capstone, FORSCOM Reg 350-4 (DRAFT).

#### SIXTH US ARMY

6TH US ARMY REG 350-40, 1 Oct 85, Training Management and Inactive Duty Training Evaluations.

6TH US ARMY PAM 350-5, 1 Oct 87, How to Train.

Letter, 27 Oct 87, Training Guidance, Training Year 1989.

#### EIGHTH US ARMY

8th ARMY REG 350-1, 8 Feb 83, Eighth US Army Training.

CORPS GUIDANCE

V CORPS, FRANKFURT, FRG

Letter, FY 86 Command Training Guidance, 21 Jan 85. VII CORPS,  
STUTTGART

Letter, FY 86 Command Training Guidance, 14 Dec 84.

Letter, FY 86 Training Management Briefings, 13 Jun 85.

Letter, 2d Quarter, FY 86 Quarterly Training Guidance, 1 Oct 85.

US ARMY NATIONAL GUARD STATE GUIDANCE

ALABAMA, TAG

Training: Standard Operating Procedures, AL-ART, reprint cover  
letter dated 3 Feb 86.

ALASKA, TAG

Letter, LOI, 2nd Qtr, FY 86, USR and Commander Training Conference,  
27 Feb 86.

Letter, SCTG-CO, Training Guidance, TY-87, 24 Feb 86.

ARIZONA, TAG

AZ ARNG PAM 350-1, 1 Jan 86, Trainers Guide.

AZ ARNG CIR 350-85-1, Training Guidance 1986.

ARKANSAS, TAG

SOP and Training Guidance, 22 Nov 83.

CALIFORNIA, TAG

CA ARNGR 350-5, 21 Feb 84, Annual Training.

CA ARNGR 350-6, 10 Feb 84, Physical Readiness Training.

CA ARNGR 350-9, 1 Jun 75, Marksmanship.

CA ARNGR 351-3, 1 Jan 86, NCO Education System.

CA ARNG TC 20-3, 12 Aug 81, NBC Training.

COLORADO, TAG

DMA REG 350-1, 1 APR 87, Training Management.

CONNECTICUT, TAG

MCTGC-T CIR 350-86-Z, 1 Apr 86, TY 87 Training Guidance and Two-Year Calendar.

DELAWARE, TAG

DNG PAM 350-7, 15 Apr 85, Training Guidance, 1986-1987.

FLORIDA, TAG

FLORIDA NG CIR 350-1, 1 Oct 84, Training Guidance.

GEORGIA, TAG

Letter, DCS-OPS-T, Subject: Significant Training Events Calendar FY 87, 20 Oct 86.

Letter, DCS-OPS-R, Subject: TY 87 State Goals, 13 Sep 86.

GUAM, TAG

CIR 350-1, 9 Aug 85, Yearly Training Program FY 86.

CIR 350-86-1, 24 Feb 86, Annual Training Program, FY 86.

Letter, Subject: Priorities, Goals, and Objectives 86-87, 18 Dec 85.

HAWAII, TAG

CIR 350-1, Mar 86, Annual Training 1986.

Letter, HIARPOT, Training Guidelines, 1986, 1 Oct 85.

IDAHO, TAG

AGO OD CIR 350-6, 1 Mar 86, TY 87-88 Training Guidance.

ILLINOIS, TAG

MNIL REG 350-2, 1 Jan 87, Training Management.

MNIL Cir 350-87-3 W/C 1, 15 Oct 87, Training Program, TY 88

INDIANA, TAG

IMDR 350-1, 15 Mar 88, Indiana Army National Guard Training.

CI IMDR 350-2, 1 Mar 86, Training and Training Administration Instructions.

MDI PAM 350-2, 1 Oct 85, Individual Training.

MDI PAM 350-4, 17 Feb 86, NBC.

MDI PAM 350-37, 1 Oct 83, Individual Training (ITEP).

MDI CIR 350-86-5, 6 Jan 86, Training Program 1986.

IOWA, TAG

IOWA ARNG 350-1, 1 Oct 85, Iowa ARNG Training Policy.

KANSAS, TAG

KNGR 350-1, 10 Dec 84, Training.

KNGR 350-2, 19 Oct 87, Training Ammunition Management ARNG.

KNGR 350-4, 10 Mar 86, Training, The RC Non-Commissioned Officer Education System Program.

KNGR 350-6 (ARMY) (NGR 50-57 (AIR)), 28 Feb 86, Small Arms Readiness Training.

KNGR 350-10, 1 Nov 84, Nickell Barracks Training Center Facility Operation.

KNGR 351-5, 14 Mar 86, Kansas ARNG Officer Candidate School.

KNGR 350-15, 19 Oct 87, National Guard Physical Fitness Program.

KNGR 359-37, 10 Feb 88, Individual Training Evaluation Program.

AGO KANSAS PAM 350-1, 1 Apr 87, Annual Training, Administrative Instructions.

KENTUCKY, TAG

KY ARNG CIR 350-2, 1 Jul 87, Training (Missions, Goals, and Training Guidance).

LOUISIANA, TAG

Letter, Training Guidance, FY 86, 6 Sep 85.

MAINE TAG

ME ARNG-DO SOP, 8 Apr 87, Training.

MARYLAND, TAG

MD STARC REG 350-2, 1 Feb 86, Training Policies and Procedures.

MD STARC CIR 350-9, 7 Mar 85, Training File Update.

Letter, Priorities, Goals, Missions FY 86-87, 17 May 85.

MASSACHUSETTS, TAG

TAGMA PAM 350-1, 1 Feb 83, ARNG Training Guide.

TAGMA PAM 350-2, 23 Jul 79, Competitive Marksmanship.

TAGMA PAM 350-3, 15 Feb 87, Key Personnel Upgrade Program (KPUP).

TAGMA PAM 350-4, 1 Jun 87, Ammunition.

TAGMA PAM 350-2, 15 Oct 87, NCO Development Program.

TAGMA PAM 350-6, 18 Dec 86, Individual Training Evaluation Program.

TAGMA PAM 350-7, 15 Aug 86, Special Training and Other Special Training.

TAGMA PAM 350-8, 15 Mar 86, NBC Training.

TAGMA PAM 350-9, 15 Jun 86, Physical Readiness Training and Testing.

TAGMA Memo, 10 Dec 87, FY 89 Training Guidance.

MICHIGAN, TAG

MI ARNG Cir 350-7 W/C 1-7, 9 Aug 85, MI ARNG IDT Program TY 86.

MINNESOTA, TAG

AGO CIR 350-1, 12 May 86, Training Program TY-87.

MISSISSIPPI, TAG

Letter, Training Guidelines for FY-88, 13 Apr 87.

MS-O-TD MSARNG Training SOP W/C 4, 10 Dec 87.

MISSOURI, TAG

MONGR 350-1 W/C 3, 11 Feb 87, Training.

MONGR 350-2, 1 Oct 87, Annual Training Attendance.

MONTANA, TAG

DMA-MT-OTAG CIR 350-88-1, 1 Oct 88, Training Guidance TY 89 (DRAFT).

NEBRASKA, TAG

NEB ARNG TC 350-1, 1 Feb 86, TY 87, Yearly Training Guidance Program.

NEVADA, TAG

NMD CIR 350-1, 19 Sep 85, Training Guidance, FY 86.

NMD CIR 350-1, 15 May 86, Training Guidance, TY 87.

NEW HAMPSHIRE, TAG

NHARNG CIR 350-1, 1 Aug 86, Three Year Training Plan.

NEW JERSEY, TAG

NJARNGR 350-1, 1 Feb 86, Education and Training.

NJARNG Commanders Conference, 14 Sep 85.

NJARNGR 350-1 W/C 1-3, 1 Apr 84, Education and Training.

CIR 350-1, 14 Jul 86, Training Directive, TY 87-88.

NEW MEXICO, TAG

AGONM REG 350-1, 1 Feb 86, Evaluation and Training (Draft).

Letter, Training Guidance for TY-87, 25 Apr 86.

NEW YORK, TAG

NYARNG REG 350-3, 1 Jun 87, Standard Formats For Yearly Training Programs/One-Two Year Calendars.

PAM 210-2, 1 Jun 86, Station List.

Memorandum, 14 Aug 1987, Training Guidance For TY 88-89.

NORTH CAROLINA, TAG

OTAGNC REG 350-1, 1 Jan 88, Training.

NORTH DAKOTA, TAG

NDNG REG 350-1 W/C 2-4, 6-7, 9-11, 1 Oct 80, Training.

NDNG REG 350-1-5, 19 Nov 81, Training Ammunition Management.

Letter, Training Guidance for TY 87, 1 Apr 86.

OHIO, TAG

AGO SUPPL TO FORSCOM REG 350-2, 12 Mar 84, Training.

AGO CIR 350-1, 1 Mar 86, Ohio ARNG AT Plan TY 86.

AGO CIR 350-11, 1 Oct 85, TY 86 Training Guidance.

AGO CIR 350-14, 1 Jan 86, OPFOR Policy.

OKLAHOMA, TAG

OMD REG 220-1, 1 Apr 85, Ready The Force.

OMD REG 350-1, 10 Jan 86, Train The Force.

OMD REG 350-3, Recruit Training.

OMD REG 350-5-13, 1 Aug 85, Guide For Ammunition Management.

OMD REG 350-37, 1 Aug 85, ITEP.

OMD CIR 350-4, 21 Jan 85, Training Guide 86/87.

OREGON, TAG

ONGM-3 W/C5, Oct 85, Multi-Year Training Plan.

PENNSYLVANIA, TAG

TC 350-2, 25 Sep 86, Training.

RHODE ISLAND, TAG

TAGRI Suppl to FORSCOM Reg 350-2, 28 Jan 86, Training: Rhode Island Army National Guard.

Letter, TAGRI-AG, Command Guidance for TY 88, 2 Mar 87.

SOUTH DAKOTA, TAG

SDNG PAM 350-1, 15 Jan 86, Training.

Letter, Training Guide for 87 Planning, 12 Feb 86.

TENNESSEE, TAG

Letter, TNARNGR Training Guidelines, TY 87, 25 Jul 86.

TEXAS, TAG

TXARNG REG 350-1, 5 Mar 86, Training.

TXARNG REG 350-2, 1 Nov 73, School Program.

TXARNG REG 350-3, W/C1, 19 Nov 80, Training.

TXARNG REG 350-7, 1 Jan 84, Training.

TXARNG REG 350-8, 1 Jul 81, NBC Defense.

TXARNG REG 350-15, 1 Sep 82, Marksmanship Training.

UTAH, TAG

UTNG PAM 350-37, 6 Oct 86, Education and Training: Individual Training Evaluation Program.

UTNG CIR 350-1, 1 Jul 85, Annual Training FY 86.

UTNG CIR 350-4, 1 Jun 85, Multi-Year Training Program TY 85-86.

VERMONT, TAG

CIR 350-1-86, 1 Jan 86, Training Guidance, TY 87-88.

CIR 350-1-85, 1 Apr 85, Training Guidance, TY 86-87.

Letter, Command Training Guidance, TY-87, 10 Dec 85.

VIRGINIA, TAG

CIR 350-1, 7 Oct 85, Training TY 86-87.

Letter, Training Guidance, FY-87, 27 Feb 86.

29th ID(L) Cir 350-1 W/C 1, 17 Nov 87, Two Year Training Calendar and Command Guidance 1988-1989.

29th ID(L) Training SOP No. 350-1, 10 Sep 87.

VIRGIN ISLANDS, TAG

Letter, Revised Training Guidance TY 86, 1 Oct 85.

WASHINGTON, TAG

WA ARNG CIR 350-86-2, 20 Feb 86, TY 87 Training Directive.

WA ARNG CIR 350-87-6, 1 Nov 87, TY 89 Training Directive.

WASHINGTON DC, TAG

DC ARNG CIR 350-1, 8 Sep 86, Training.

WEST VIRGINIA, TAG

WV ARNG CIR 350-1, 22 Feb 87, Training Guidelines TY 88.

WISCONSIN, TAG

WI ARNG CIR 350-2, 1 Aug 87, Yearly Training Program - Training Year 1988.

WYOMING, TAG

WY ARNG CIR, 1 Aug 86, Training.

#### MILITARY STUDIES TEXTBOOKS

U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS PA, Army Command and Management: Theory and Practice, 1986-1987.

COMBINED ARMS SERVICES STAFF SCHOOL, E515 Reserve Components/Mobilization, Jun 83.

US ARMY COMMAND AND GENERAL STAFF COLLEGE, Student Text 25-1 Resource Planning and Allocation, Jul 85.

#### PERIODICALS AND ARTICLES

Griffin, Joseph W., Major General, US Army National Guard, "The Guard of the 80's: 15 Years of Progress," National Guard Magazine, Jan 86.

"Active Reserve Response Imbalance is a Problem," Army, vol 36, Number 2, Feb 86.

Department of Defense, Defense 86 Almanac, Sep/Oct 86, pp. 24-25, 32-33.

United States Army Personnel Center (ARPERCEN), Individual Ready Reserve Enhancement Program, Volume II, 10 Dec 85.

National Guard Bureau Information Management Agency, Information Management Booklet, FY 87 Management Conference, 19 Sep 86.

NG BUREAU, On Guard, Vol XV, No 6, 1986.

NG BUREAU, On Guard, Vol XV, No 4, 1986.

NG BUREAU, The National Guard Update, Undtd. "Needed: A Workable Definition of 'One Army'," Army, vol 35, Number 6, Jun 85.

#### SPEECHES/PRESENTATIONS

Griffin, Joseph W., Major General, US Army National Guard, Speech to the Citadel Club of Atlanta, Georgia, 3 Oct 85.

STUDENT STUDIES/PAPERS

Ash, Sherwood E., Major, US Army, "The Training Aspect of Reserve Battalion Combat Readiness: Can the Training System be Reoriented to Produce Combat Ready Early Deploying (D+30) Units," Jun 82, U.S. Army Command and General Staff College.

Bellinger, Robert W., Major, US Air Force, "Increasing the Size of the Individual Ready Reserve with Members Possessing Shortage Wartime Skills," Mar 82, Air Command and Staff College.

Bowman, Joseph M., Major, USAR, "A Total Force Model for Training the Army's Reserve Components," Jun 80, U.S. Army Command and General Staff College.

Bradford, Charles R., Colonel, VAARNG, "Readiness Management in National Guard Divisions; A Dilemma of Responsibility, Influence, and Command," Apr 73, U.S. Army War College.

Carr, Arthur F., Lieutenant Colonel, US Army, "A Proposed Restructuring of the USAR to Improve Its Readiness Posture," Oct 73, U.S. Army War College.

Davis, R. L., First Lieutenant, US Army, "A Comparative Study of the Best Method to Establish and Maintain a MOS Training Program for Maintenance Units in the Kentucky National Guard," Dec 81, Quartermaster School.

Edson, Ron, Colonel, US Army, et al, "An Examination of Active Duty Guard Reserve (AGR) USAR Support Programs," May 85, U.S. Army War College.

Fries, Charles J. V. III, Lieutenant Colonel, US Army, "Logistical Support of the United States Army Reserve," Dec 76, U.S. Army War College.

Oaskins, Philip W., Colonel, US Army, and Lieutenant Colonel James R. Russell, ARNG, Mobilization Studies Program, "Increasing Army Reserve Component Training Readiness Prior to Mobilization," Mar 84, Industrial College of the Armed Forces, National Defense University.

Goldrich, Robert L., et al, "The U.S. Reserve System: Attitudes, Perceptions, and Realities," May 82, National War College.

Hermann, Herbert E., Captain, USNR, and Captain Walter D. West, III, USN, Mobilization Studies Program, "National Defense Executive Reserve (NDER) A Viable Mobilization Asset?," Apr 84, Industrial College of the Armed Forces, National Defense University.

Jenkins, Charles R., Lieutenant Colonel, US Army, "The National Guard Should Utilize Full Time Training Technicians at the Unit Level," May 76, U.S. Army War College.

Jenkins, Everett R., Major, US Army, "Training is Better than Ever, It Has Nowhere to Go But Up," Mar 82, Air Command and Staff College.

Kille, Bruce R. Jr., Lieutenant Colonel, US Army, "Improving Training Assistance from Army Schools to Army Training Managers," Dec 72, U.S. Army War College.

Koelling, James H., Colonel, USAR, "USAR (U.S. Army Reserve), CSS (Combat Service Support), Capable and Effective? If Not, Why Not?," Feb 74, U.S. Army War College.

Long, Robert E., Colonel, US Army, "Dynamic Use of Reserve Forces," Sep 75, U.S. Army War College.

McDevitt, James P., Colonel, ARNG, and Lieutenant Colonel James L. McLaughlin, USAR, Mobilization Studies Program, Army "Reserve Components Premobilization Training: Should the US Codes be Changed?," Mar 85, Industrial College of the Armed Forces, National Defense University.

McElmoyle, Robert W., Lieutenant, USCGR, "The Development of the Information Data Base Requirements for a Reserve Training Management Decision Support System," Mar 80, Naval Postgraduate School.

McSlarrow, James E., Colonel, US Army, et al, "Training Methodologies to Permit Greater Reliance on Reserve Force Non-Divisional Maintenance Units," May 83, Industrial College of the Armed Forces, National Defense University.

Miller, Howard D., Colonel, US Army, "Increased Role of the State Area Command in Mobilization and Deployment," May 85, U.S. Army War College.

Olesen, Gerald C., Captain, Air National Guard, "ANG Combat Readiness-- Technician or AGR (Active Guard/Reserve)," Apr 86, Air Command and Staff College.

Pate, Robert I., Lieutenant Colonel, US Army, "U.S. Army Reserve Components Peacetime Assessment and Management to Meet Mobilization Requirements," May 75, U.S. Army War College.

Pelton, John Dew, Colonel, US Army, "Reserve Component Combat Readiness in 192 Hours Per Year?," Oct 75, U.S. Army War College.

Robertson, Wayman D., Lieutenant Colonel, US Army, "The Importance of Full-time Manning in the Army National Guard," Apr 83, U.S. Army War College.

Savage, John W. Jr., Lieutenant Colonel, US Army, "An Overview Toward Enhancement of Army National Guard Combat Readiness," May 75, U.S. Army War College.

Skipper, Donald B., Major, US Army, "The Reserve Component Dilemma: Mission vs Time," May 84, U.S. Army Command and General Staff College.

Smith, Jack E., Major, US Army, "Improved Reserve Component Logistics Training," Nov 84, Army Logistics Center.

Starbuck, Todd R., Major, US Army, "Manpower Alternatives and a Draft for the Reserve Components," Jun 77, U.S. Army Command and General Staff College.

Totten, Michael W., Lieutenant Colonel, US Army, "U.S. Army Psychological Operations and the Reserves," 2 May 83, U.S. Army War College.

Treadway, Harry H., Colonel, US Army, "Improved Effectiveness of Reserve Forces during Reserve Duty Training," 22 Oct 73, U.S. Army War College.

Walker, Paul D., Lieutenant Colonel, US Army, "A Combat Role for the USAR Training Divisions," Apr 85, U.S. Army War College.

Woehr, William S., Colonel, US Army, "A Revitalized Mission for the USAR School," Apr 82, U.S. Army War College.

#### CONTRACT STUDIES

Bercos, James, et al, "Reserve Component Unit Evaluation Analysis," Volume I, Oct 76, Litton Mellonics, Systems Development Division.

Bercos, James, et al, "Reserve Component Unit Evaluation Analysis," Volume II, Oct 76, Litton Mellonics, Systems Development Division.

Bercos, James, et al, "Reserve Component Unit Evaluation Analysis," Volume III, Oct 76, Litton Mellonics, Systems Development Division.

Brinkerhoff, John R., and David M. Grissmer, "The Reserve Forces in an All volunteer Environment," Jan 84, The Rand Paper Series.

DuBois, Jim R., "Objective Year Round Training Missions for USAR Logistical Units and USAR Command and Control Headquarters," Nov 77, U.S. Army Logistics Management Center.

Jacobs, T. O., "Report of Reserve Component and National Guard Data (Supplement to Analysis of Training Management Survey)," Oct 71, Contract No. HumRRO-CR-D4-71-35, Human Resources Research Organization.

Sims, William H., and Leo J. Grike, "Study of U.S. Marine Corps Ground Reserve Training and Readiness, Main Text and Appendices A, B, and E," Jun 77, Center for Naval Analyses.

Sims, William H., and Leo J. Grike, "Study of U.S. Marine Corps Ground Reserve Training and Readiness, Appendices C, D, F, and K," Jun 77, Center for Naval Analyses.

Snowel, Morris, and Mark F. Brennan, "Survey of User Attitude Toward Army Training Literature," Oct 78, Research Memorandum 78-14, Human Resources Research Organization.

Srull, Donald W., Edward D. Simms, Jr., and Dayton S. Pickett, "Logistic Skill Development in the Reserve Components," Oct 85, Logistics Management Institute.

#### REPORTS

RESERVE FORCES POLICY BOARD (RFPB), "Active/Reserve Force Mix Report," Dec 84.

ARMY AUDIT AGENCY (AAA), "Administrative Workload in the Reserve Components," 16 Apr 79.

RESERVE FORCES POLICY BOARD (RFPB), "Annual Report of the Reserve Forces Policy Board Fiscal Year 1976," Jan 77.

RESERVE FORCES POLICY BOARD (RFPB), "Annual Report of the Reserve Forces Policy Board Fiscal Year 1977," Jan 78.

RESERVE FORCES POLICY BOARD (RFPB), "Annual Report of the Reserve Forces Policy Board Fiscal Year 1983," Nov 84.

RESERVE FORCES POLICY BOARD (RFPB), "Annual Report of the Reserve Forces Policy Board FY 85," Feb 86.

OFFICE OF THE SECRETARY OF DEFENSE, "Annual Report of the Secretary of Defense on Reserve Forces for FY 75," Jun 76.

ARMY AUDIT AGENCY (AAA), "Audit of Ability to Support Deploying RC Units 1st ID (Mech) and Ft Riley, Report of Audit SW 85-3," 22 Jan 85.

ARMY AUDIT AGENCY (AAA), "Audit of Management of Equipment in Reserve Components Report of Audit," Dec 73.

ARMY AUDIT AGENCY (AAA), "The Aviation Program-Reserve Components Department of the Army Washington DC Report of Audit," Dec 73.

THE ARMY TRAINING BOARD, ATTG-B, White Paper 3-86, "Battle Simulation," 29 May 86.

U.S. GENERAL ACCOUNTING OFFICE (GAO), "Can the Army and Air Force Reserves Support the Active Forces Effectively?," Supplement, Apr 79.

ARMY AUDIT AGENCY (AAA), "Deployment Planning for Army Forces in Support of the O.S. Central Cmd, 81st USARC East Point Georgia," Jun 84.

RESERVE FORCES POLICY BOARD (RFPB), "Fiscal Year 1983 Readiness Assessment of the Reserve Components," Jun 84.

RESERVE FORCES POLICY BOARD (RFPB), "Fiscal Year 1984 Readiness Assessment of the Reserve Components," Jun 85.

ARMY AUDIT AGENCY (AAA), "Illinois Army National Guard, Springfield, Illinois, Report of Audit," May 84.

CONGRESSIONAL BUDGET OFFICE (CBO), "Improving the Army Reserves," Nov 85.

ARMY AUDIT AGENCY (AAA), "Indiana National Guard, Indianapolis, Indiana, Report of Audit," Jun 84.

ARMY AUDIT AGENCY (AAA), "Oklahoma Army National Guard, Oklahoma City, Oklahoma, Report of Audit," Sep 84.

OFFICE OF THE CHIEF OF THE ARMY RESERVES (OCAR), "The Posture of the Army Reserve and Budget Estimates for FY 87," Mar 86.

U.S. GENERAL ACCOUNTING OFFICE (GAO), "Problems in Implementing the Army's CAPSTONE Program to Provide All Reserve Components with a Wartime Mission," 22 Sep 82.

RESERVE FORCES POLICY BOARD (RFPB), "Report of a Field Trip to Louisiana, September 9-12, 1976 Reserve Forces Policy Board," Sep 76.

ARMY AUDIT AGENCY (AAA), "Reserve Component Activities, Department of the Army, Washington, D.C., Report of Audit," Feb 73.

ARMY AUDIT AGENCY (AAA), "Reserve Component-Fifth US Army, Ft Sam Houston, TX, Report of Audit," Jan 73.

U.S. GENERAL ACCOUNTING OFFICE (GAO), "Reserve Components; Army Personnel Qualification Data Could Be Improved," Mar 86.

NATIONAL GUARD BUREAU (NGB), "Reserve Component Troop Basis of the Army. Annex II, Army National Guard Unit Program", Dec 71.

ARMY AUDIT AGENCY (AAA), "Virgin Island Army National Guard, St. Croix, Virgin Islands, Report of Audit", Mar 85.

ARMY AUDIT AGENCY (AAA), "99th USARC, Oakdale, PA, Report of Audit," Mar 79.

ARMY AUDIT AGENCY (AAA), "121st U.S. Army Reserve Command, Birmingham, AL, Report of Audit," Aug 75.

#### STUDIES

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ODCSOPS, "Army Training Roles and Responsibilities Study," Final Report, Vol I and II, 25 Apr 84.

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ODCSOPS, "Development of Operational Planning Factors for Reserve Component Unit Combat Effectiveness as a Function of Level of Readiness," Volume 1 (Main Report), Appendices A through G, Apr 75.

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS) (OASDRA),  
"Evaluation of Future Requirements and Acquisition of Non-Systems  
Training Devices for the Army National Guard and Army Reserve," 1 Feb 86.

U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC), "Final Report of the Board  
for Dynamic Training," Mar 72.

CONGRESSIONAL BUDGET OFFICE, "Improving the Readiness of the Army Reserves and  
National Guard: A Framework for Debate," Feb 78.

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS) (OASDRA),  
"Longer Training Programs for the Reserve Component," Undtd (FY 86).

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ODCSOPS,  
DAMO-ODM, "Mobilization Manpower Requirements (MOMAR) Study," Nov 76.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 12, "Mobilization  
Training Base Capacity," Dec 85.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 11, "Mobilization  
Training Requirements," Dec 85.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), VOL 13, "Mobilization  
Training Strategy," Dec 85.

ARMOR FORCE MOBILIZATION READINESS 'TASK FORCE (MOBTAF), VOL 5, "Personnel  
Screening - Diagnostic," Nov 85.

OFFICE OF THE CHIEF OF STAFF OF THE ARMY, DACS-PDOS, "Professional Development  
of Officers, volumes I-V, Feb 85.

KETRON INC., "A Proposal to Develop a Mobilization Training Program for Ft  
A.P. Hill, Virginia; KP 113-86," Jan 86.

THE RESERVE COMPONENT COORDINATION COUNCIL TASK FORCE, "Reduction of  
Administrative Workload at the Reserve Component Unit Level," 1980.

NATIONAL GUARD BUREAU, "Reduction of the Administrative Workload in Army  
National Guard Units," 31 Jul 74.

U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC), "Report of the Board for  
Dynamic Training," V.2 Final Report, Dec 71.

U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC), "Report of the Board for  
Dynamic Training," V.3-Annexes A through E, Dec 71.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 7, "Reserve  
Component Collective Training."

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 8, "Reserve  
Component Individual Training Units."

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 10, "Reserve  
Component Leader/Professional Development Training."

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS) (OASDRA),  
"Reserve Component Manpower Readiness and Mobilization Policy," Volume 1  
(Based on the Colloquium on Mobilization with Special Emphasis on Guard  
and Reserve Components, 1-4 Nov 83), Jan 84.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 9, "Reserve  
Component MOS/Specialty Qualification.

COMBINED ARMS TRAINING ACTIVITY, FT LEAVENWORTH KS, ATZL-TAB, "Reserve  
Component Staff Training/Sustainment," 19 Nov 86.

FORSOM, FUTURE REQUIREMENTS STUDY GROUP REPORT, "Reserve Components Command  
and Control (RC3# Future Requirements Study," 20 Sep 84.

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS) (OASDRA),  
"Review of the Guard and Reserve (ROGAR): A Framework for Action," Dec  
79.

FORSOM, FORSCOM STUDY GROUP, "Simplify Personnel Actions by Revision and  
Elimination (Spare Study)," 4 Dec 79.

HQ SIXTH US ARMY, "Something for Nothing," 1977.

ARMOR FORCE MOBILIZATION READINESS TASK FORCE (MOBTAF), Vol 4, "Standards to  
Achieve and Maintain Pretrained Status," Oct 85.

DEPARTMENT OF THE ARMY, "Study on the Full Time Personnel Requirements of the  
Reserve Components (Stroud Study)," 31 Dec 77.

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ODCSOPS,  
"Tailoring of Reserve Component Unit Training Assemblies and Unit  
Manning Levels," V.1. - Main Report, Mar 74.

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ODCSOPS,  
"Tailoring of Reserve Component Unit Training Assemblies and Unit  
Manning Levels," V.2. - Appendices A to E, Mar 74.

OFFICE OF THE SECRETARY OF THE ARMY (SPECIAL TASK FORCE REPORT), "Training of  
Reserve Component Logistics Officers," 19 Dec 85.

OFFICE OF POLICY AND LEGISLATIVE LIAISON, CALIFORNIA MILITARY DEPARTMENT, "The  
United States Army's Total Force Program," Jun 77.

#### FOREIGN ARMY TRAINING STUDIES

US Army Training Board, "Allied Army File, Federal Republic of Germany  
(FRG)," 28 Aug 86.

US Army Training Board, "Allied Army File, Israeli Defense Force (IDF),"  
13 Jun 86.

US Army Training Board, "Allied Army File, Republic of France," 30 Oct 86.

US Army Training Board, "Allied Army File, Switzerland," 7 Nov 86.

Training Board, "Allied Army File, United Kingdom," 31 Oct 86.

DRAFT STUDIES

TRADOC, Army Training Study Group, "Draft Report of the Study Group Army Training Study," Concepts of the Army Training System, Distributed 8 Aug 78.

TRADOC, Army Training Study Group, "Draft Report of the Study Group Army Training Study," Report Summary, Distributed 8 Aug 78.

US Army Training Board, "Reserve Component Unit Training Project, Draft Report," Undtd.

Viner, Myron P., Heber G. Moore, and Mark E. Eisley, "Training Needs of the U.S. Army Reserve Component in Idaho," Undtd, Allen Corporation of America, funded by the Training Technology Agency (TTA) of TRADOC.

SECTION IV.  
ACRONYMS

AANT - ADDITIONAL ASSEMBLIES FOR NUCLEAR TRAINING  
AAUTA - ADDITIONAL AIRBORNE UNIT TRAINING ASSEMBLIES  
AC - ACTIVE COMPONENT  
ACCP - ARMY CORRESPONDENCE COURSE PROGRAM  
AD - ACTIVE DUTY  
ADL - ACTIVE DUTY LIST  
ADSW - ACTIVE DUTY SPECIAL WORK  
ADT - ACTIVE DUTY TRAINING  
AFJQS - AIR FORCE JOB QUALIFICATION STANDARD  
AFTP - ADDITIONAL FLIGHT TRAINING PERIODS  
AG - ADJUTANT GENERAL  
AGR - ACTIVE GUARD RESERVE  
AIT - ADVANCED INDIVIDUAL TRAINING  
AMC - ARMY MATERIEL COMMAND  
AMEDD - ARMY MEDICAL DEPARTMENT  
ANCOC - ADVANCED NONCOMMISSIONED OFFICER COURSE  
ANG - AIR NATIONAL GUARD  
APFT - ARMY PHYSICAL FITNESS TEST  
ARCOM - ARMY RESERVE COMMAND  
ARF - AIR RESERVE FORCES  
ARFPC - ARMY RESERVE FORCES POLICY COMMITTEE  
ARNG - ARMY NATIONAL GUARD  
ARPERCEN - ARMY RESERVE PERSONNEL CENTER  
ARRTC - ARMY RESERVE READINESS TRAINING CENTER  
ART - AIR FORCE RESERVE TECHNICIANS  
ARTEP - ARMY TRAINING AND EVALUATION PROGRAM

ASA (M&RA) - ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)

AT - ANNUAL TRAINING  
ATA - ADDITIONAL TRAINING ASSEMBLY  
ATCAR - ACTIVE TRANSITION/CONVERSION - ARMY RESERVE  
ATP - ADDITIONAL TRAINING PERIODS  
BCT - BASIC COMBAT TRAINING  
BNCOC - BASIC NONCOMMISSIONED OFFICER COURSE  
CA - COMBAT ARMS  
CAR - CHIEF OF ARMY RESERVE  
CAS3 - COMBINED ARMS STAFF AND SERVICE SCHOOL  
CGSOC - COMMAND AND GENERAL STAFF OFFICER COLLEGE  
CIOR - INTER-ALLIED CONFEDERATION OF RESERVE OFFICERS  
CNGB - CHIEF NATIONAL GUARD BUREAU  
CONUS - CONTINENTAL UNITED STATES  
CONUSA - CONTINENTAL U.S. ARMY  
CPMOS - CAREER PROGRESSION MILITARY OCCUPATIONAL SPECIALTY  
CPX - COMMAND POST EXERCISE  
CS - COMBAT SUPPORT  
CSS - COMBAT SERVICE SUPPORT  
CTF - CONSOLIDATED TRAINING FACILITY  
CTT - COMMON TASK TRAINING  
DA - DEPARTMENT OF THE ARMY  
DARNG - DIRECTOR OF THE ARMY NATIONAL GUARD  
DMOS - DUTY MILITARY OCCUPATIONAL SPECIALTY  
DOD - DEPARTMENT OF DEFENSE  
DOR - DATE OF RANK

EANGUS - ENLISTED ASSOCIATED OF THE NATIONAL GUARD OF THE UNITED STATES

ECS - EQUIPMENT CONCENTRATION SITES

EER - ENLISTED EVALUATION REPORT

EGR - EMPLOYERS SUPPORT OF THE GUARD AND RESERVE

EPMS - ENLISTED PERSONNEL MANAGEMENT SYSTEM

ET - EQUIVALENT TRAINING

FEMA - FEDERAL EMERGENCY MANAGEMENT AGENCY

FORMDEPS - FORSCOM MOBILIZATION AND DEPLOYMENT PLANNING SYSTEM

FORSCOM - FORCES COMMAND

FTM - FULL-TIME MANNING

PTS - FULL-TIME SUPPORT

FTTD - FULL TIME TRAINING DUTY

FTUS - FULL-TIME UNIT SUPPORT

FTX - FIELD TRAINING EXERCISE

GOCOM - GENERAL OFFICER COMMAND

IADT - INITIAL ACTIVE DUTY TRAINING

IDT - INACTIVE DUTY TRAINING

IET - INITIAL ENTRY TRAINING

IMA - INDIVIDUAL MOBILIZATION AUGMENTEE

ING - INACTIVE NATIONAL GUARD

IRR - INDIVIDUAL READY RESERVE

ITAAS - INTELLIGENCE TRAINING ARMY AREA SCHOOL

JRX - JOINT READINESS EXERCISE

LTA - LOCAL TRAINING AREA

MAC - MANEUVER AREA COMMAND

MACOM - MAJOR ARMY COMMAND

MAIT - MAINTENANCE ASSISTANCE AND INSTRUCTION TEAMS  
MATES - MOBILIZATION AND TRAINING EQUIPMENT SITES  
MCCRES - MARINE CORPS COMBAT READINESS EVALUATION  
MCRSC - MARINE CORPS RESERVE SUPPORT CENTER  
METL - MISSION ESSENTIAL TASK LIST  
MIDTP - MULTIPLE INACTIVE DUTY TRAINING PERIODS  
MOBEX - MOBILIZATION EXERCISE  
MOBTDA - MOBILIZATION TABLE OF DISTRIBUTION AND ALLOWANCES  
MORDT - MOBILIZATION OPERATIONAL READINESS DEPLOYMENT TEST  
MOS - MILITARY OCCUPATIONAL SPECIALTY  
MOSQ - MILITARY OCCUPATIONAL SPECIALTY QUALIFICATION  
MS - MOBILIZATION STATION  
MSO - MILITARY SERVICE OBLIGATION  
MT - MILITARY TECHNICIAN  
MTA - MAJOR TRAINING AREA  
MTBSP - MOBILIZATION TROOP BASIC STATIONING PLAN  
MTC - MANEUVER TRAINING COMMAND  
MTOE - MODIFICATION TABLE OF ORGANIZATION AND EQUIPMENT  
MUSARC - MAJOR U.S. ARMY RESERVE COMMAND  
MUTA - MULTIPLE UNIT TRAINING ASSEMBLY  
MWOT - MASTER WARRANT OFFICER TRAINING  
NCOES - NONCOMMISSIONED OFFICER EDUCATION SYSTEM  
NEC - NAVAL ENLISTED CODE  
NET - NEW EQUIPMENT TRAINING  
NGAUS - NATIONAL GUARD ASSOCIATION OF THE UNITED STATES  
NGB - NATIONAL GUARD BUREAU  
NGR - NATIONAL GUARD REGULATION

NPS - NON-PRIOR SERVICE  
NSR - NAVY SELECTED RESERVE  
NTC - NATIONAL TRAINING CENTER  
OAC - OFFICER ADVANCED COURSE  
OADO - OFFICER ACTIVE DUTY OBLIGATOR  
OBC - OFFICER BASIC COURSE  
OCAR - OFFICE OF THE CHIEF OF ARMY RESERVE  
OCS - OFFICER CANDIDATE SCHOOL  
OCSA - OFFICE OF THE CHIEF OF STAFF OF THE ARMY  
ODT - OVERSEAS DEPLOYMENT TRAINING  
OMB - OFFICE OF MANAGEMENT AND BUDGET  
OPMS - OFFICER PERSONNEL MANAGEMENT SYSTEM  
ORI - OPERATIONAL READINESS INSPECTIONS  
OSUT - ONE STATION UNIT TRAINING  
PEC - PROFESSIONAL EDUCATION CENTER  
PEP - PROMOTION ENHANCEMENT PROGRAM  
PIM - PRE-TRAINED INDIVIDUAL MANPOWER  
PLDC - PRIMARY LEADERSHIP DEVELOPMENT COURSE  
PMO - PERSONNEL MANAGEMENT OFFICER  
PMOS - PRIMARY MILITARY OCCUPATIONAL SPECIALTY  
POI - PROGRAM OF INSTRUCTION  
PPBES - PLANNING, PROGRAMMING, BUDGET, AND EXECUTIVE SYSTEM  
RASL - RESERVE ACTIVE STATUS LIST  
RC - RESERVE COMPONENT  
RCCC - RESERVE COMPONENT COORDINATION COUNCIL  
REA - RESERVE ENLISTED ASSOCIATION  
RF - RESERVE FORCES

RFPB - RESERVE FORCES POLICY BOARD  
RG - READINESS GROUP  
RMA - READINESS MANAGEMENT ASSEMBLIES  
RMP - READINESS MANAGEMENT PERIODS  
ROA - RESERVE OFFICERS ASSOCIATION  
ROPMA - RESERVE OFFICER PERSONNEL MANAGEMENT ACT  
ROTC - RESERVE OFFICER TRAINING CORPS  
RST - RESCHEDULED TRAINING  
RTS-MAINT - REGIONAL TRAINING SITE - MAINTENANCE  
RTS-MED - REGIONAL TRAINING SITE - MEDICAL  
RTU - REINFORCEMENT TRAINING UNIT  
SARCA - SENIOR ARMY RESERVE COMMANDERS' ASSOCIATION  
SDAP - SPECIAL DUTY ASSIGNMENT PAY  
SMCR - SELECTED MARINE CORPS RESERVE  
SMP - SIMULTANEOUS MEMBERSHIP PROGRAM  
SNCOC - SENIOR NONCOMMISSIONED OFFICER COURSE  
SOJT - SUPERVISED ON-THE-JOB TRAINING  
SQT - SKILL QUALIFICATION TEST  
SSS - SELECTIVE SERVICE SYSTEM  
STARC - STATE AREA COMMAND  
SWOT - SENIOR WARRANT OFFICER TRAINING  
TAG - THE ADJUTANT GENERAL  
TAPA - TOTAL ARMY PERSONNEL AGENCY  
TDA - TABLES OF DISTRIBUTION AND ALLOWANCES  
TIMIG - TIME IN GRADE  
TIS - TIME IN SERVICE  
TOE - TABLES OF ORGANIZATION AND EQUIPMENT

TPU - TROOP PROGRAM UNIT  
TRADOC - TRAINING AND DOCTRINE COMMAND  
TTAD - TEMPORARY TOURS OF ACTIVE DUTY  
UEI - UNIT EFFECTIVENESS INSPECTION  
USAFR - U.S. AIR FORCE RESERVE  
USAR - U.S. ARMY RESERVE  
USARC - U.S. ARMY RESERVE CENTER  
USAREC - U.S. ARMY RECRUITING COMMAND  
USARF - U.S. ARMY RESERVE FORCES  
USASMA - U.S. ARMY SERGEANTS MAJOR ACADEMY  
USMCR - U.S. MARINE CORPS RESERVE  
USNR - U.S. NAVY RESERVE  
UTA - UNIT TRAINING ASSEMBLY  
VCSA - VICE CHIEF OF STAFF OF THE ARMY  
VTU - VOLUNTARY TRAINING UNIT  
WOAC - WARRANT OFFICER ADVANCE COURSE  
WOCS - WARRANT OFFICER CANDIDATE SCHOOL  
WOEC - WARRANT OFFICER ENTRY COURSE  
WOSC - WARRANT OFFICER SENIOR COURSE  
WOTTCC - WARRANT OFFICER TECHNICAL/TACTICAL CERTIFICATION COURSES  
YTP - YEARLY TRAINING PLAN